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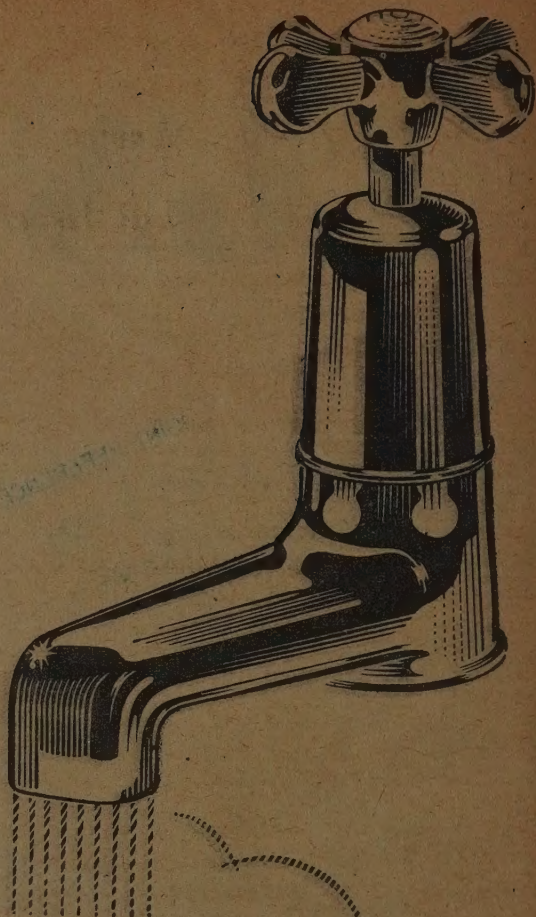
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Swedish summer school
Public service efficiency



**Mr. Therm
offers:**

Good Health on Tap



Housing Authorities should aim for an adequate and labour-saving supply of hot water in every home, both in winter, and in summer. The Food and Drugs Act insists that hot water be available in all shops and other establishments where food is handled. Is it not equally important that the same facilities be available in the home, both for food cleanliness and for personal and domestic cleanliness? Yet new homes with no easy *alternative* method of getting hot water are not properly equipped. That is where Mr. Therm comes in. A gas sink water heater in the kitchen gives hot water at the turn of a tap, day and night, where it is most wanted. It is indeed Good Health through Cleanliness, on tap.

With Mr. Therm's help, Housing Authorities can not only solve a social problem of first importance, but, at the same time, make

**a definite contribution
to coal economy and smoke abatement**

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Too many administrators?

IS THE National Health Service overstuffed? The suggestion that it is, especially on the administrative side, has been made repeatedly in recent months, and has now been endorsed by the Select Committee on Estimates in its report for 1950-51. Pointing out that more than 60 per cent of expenditure on hospital and specialist services goes in salaries and wages to 317,000 whole-time and 84,000 part-time staff—the figures are those for December 31, 1950, and had increased by 19,000 since 1949—the report quotes a British Medical Association witness as declaring that there had been "astonishing and avoidable increases of administrative staffs." It mentions also that the administrative and clerical staff of the Sheffield Regional Hospital Board increased by 63 per cent, from 1,017 to 1,658, between July 5, 1948, and March, 1951, considers that this is a "representative sample," and suggests that "substantial economies can be achieved by a national review of the whole question of staffing." It recommends, in addition to such a review, that regional hospital boards be given greater powers to control the staffs of hospital management committees.

Although it appears to support the sweeping and generalised criticisms which have been made, the Committee's report contains little evidence to justify the contention that administrative staffs are, in fact, bigger than the needs of the service require. One of its most significant features, indeed, is the way in which each of the various groups of witnesses found the source of extravagance in sections of

the service other than its own. Thus, while the doctors made vague and generalised allegations about wasteful administration, the Association of Municipal Corporations considered that consultant and specialist staffs—"three or more times as large as those engaged by the local authorities before the appointed day"—were excessive, and the Royal College of Nursing found waste in the use of medicines and appliances and that the Government audit system encouraged "inflated estimates and extravagance." In contrast with the B.M.A., the Royal College of Physicians took the view that "the increases in administrative and clerical staff have been made chiefly to provide a better service to patients," and that "the bigger outlay does not imply an uncontrolled orgy of spending."

When each pot insists on calling every kettle black, it is impossible to discover the truth, and hospital staffs will, therefore, welcome the comprehensive inquiry which the Select Committee has proposed. They will, however, expect that their own views shall be heard. All want to make their service as economical as it can be made without sacrifice of efficiency. And should it be found that there is wasteful staffing here and there, both the staffs and their trade unions will support measures to eliminate it.

But at present there is no convincing evidence to support the sweeping charges which have been made. The increase of 19,000 in hospital staffs during 1950, to which the Select Committee refers, included nurses and doctors, as well as administrators, and it is probable that the last provided only a small proportion of it. Nor can we be certain that such increase as has occurred involved more than was needed to provide a better service to patients, as the Royal College of Physicians suggests. Indeed, the staff side of the General Council for the service has taken a view directly opposed to that of the Select Committee. Acutely aware of the inadequacies of the present service, it considers that no reduction of staff is necessary, but rather an increase in hospital facilities, with corresponding increases in staff, coupled possibly, in a few places, with some redistribution.

The staff, therefore, have little to fear from the threatened inquiry. So long as those making it are concerned to make the service as efficient as it can be made, and able to provide the facilities the patients need, no officer doing a useful job has cause for alarm.

What is immediately disturbing, however, is the risk of dismissals, not because staff are not needed, but because there is not enough money to pay them. The decision of the Ministry to fix arbitrary limits to hospital expenditure may well lead to cuts in establishment, undesirable on grounds of efficiency or need, but nevertheless inevitable if the service is to keep within its budget. It is to meet this problem, regrettable as it is, and temporary as we hope it will be, that the Ministry has issued the circular we report on another page this month.

The object of the circular is to ensure that, if dismissal must be made, they shall cause the least personal hardship. The main principle is to be that of "last in—first out." In addition, every employee selected for discharge must be given the longest possible warning and an opportunity, with the aid of his trade union should he wish, to put his case against the decision. Further, every effort must be made to absorb staff discharged from one section of the service which cannot afford to retain them into another where they are needed: and to this end all vacancies must be notified within the service before they are advertised outside—and must continue to be notified to "redundant" officers for six months from the beginning of their formal period of notice.

There will be no quarrel with these arrangements, which do, on paper at least, amount to a genuine attempt to make the best of a difficult situation. It will be the task of the trade unions to see that they work in practice as well as in theory: and all NALGO members in the service can rest assured that the Association will do all in its power to protect their interests.

Whitleyism under fire

Of equal interest to health service members will be the criticism voiced by the Select Committee of the joint negotiating machinery. Emphasising that "the efficient working of the Whitley Councils . . . is of the highest importance, not only to the service but to the national economy," the committee is not satisfied that they do work efficiently. Particular criticisms are of the "often considerable delay in reaching a decision" and of the inadequate representation on the councils of the actual employers—the regional hospital boards and hospital management committees, who engage staff and find the money to pay them. The management committees, in fact, are not represented at all, and are not even informed when the Whitley Council is considering a wage claim, while representatives of the regional boards are outnumbered by those of the Ministry.

Staff sides, we fancy, will sympathise with these criticisms. While they would not presume to suggest what should be the composition of the management sides, they must often have been surprised to find, during negotiations, how often the representatives of employing authorities, who should understand both the needs of the service and the quality of staff needed to supply them, were outnumbered by Ministry officials with no such intimate knowledge of day-to-day problems. The disadvantages—and often dangers—of delay, both in reaching and publishing decisions, are obvious. It is a defect common to most negotiating machinery, and to some extent it may be unavoidable. But in the health service it is a good deal worse than in the others, and some means must be found of reducing it. The fault lies in the main with the management sides and it is to be hoped, therefore, that they—and, indeed, all concerned—will take the advice of the Select Committee and "give urgent consideration to the whole application of the Whitley Council system to the health service."

Higher subscriptions

DEPARTMENTAL COLLECTORS will this month be asking many members of NALGO to pay the higher subscriptions approved by this year's Annual Conference. Although none of us likes to have to pay more for anything, especially nowadays, it is surprising to hear from branches that some members are objecting to the new rates.

The increase is the first since 1945 and the second since 1920. For the majority of members earning up to £550 a year it means little change. Some even—those now earning between £351 and £440—will actually pay less than they did before—while the remainder will pay either no more or, at most, an extra penny a week. For most of those earning between £550 and £1,000, the increase will be 2½d. a week, and for most earning more than £1,000 it will be 5d. a week. The average subscription is likely to be around 35s. a head, compared with 30s. last year. Members who complain that this is too much can only be deliberately blinding themselves to the Association's needs, and, still more, to the substantial benefits in cash alone, it has brought them in recent years. In 1939, the General Division maximum—where it existed at all—ranged between £180 and £260 a year, with a mean around £220. Today it stands at £425. Whether or not we consider that enough, it represents no mean achievement, and one well worth the price of a packet of cigarettes a month.

Where does the money go? Of the average of 30s. which the Association collected from each of its members last year, well over one-third—12s. 1d.—was retained by branches and district committees for the direct service of their members. Headquarters took 5s. 1d. and district staff 5s. 6d. The work of the N.E.C. and its committees cost 1s. 3d., that of the legal department—including its invaluable service of free legal defence, available to every member—5d. Whitley Councils, determining the salaries and conditions of the majority, cost 1s., education 9d., and the Correspondence Institute 3d. "Local Government Service" costs 1s. 10d.—equivalent to 2d. a copy—public relations took 5d., and the salaries campaign—which put at least £50 into the pockets of most members—cost them 6d. The balance of 11d. went to the reserve fund.

Every year, costs are going up: salaries, stationery, printing, equipment of all kinds, and, of course, the work of the now multifarious joint negotiating bodies for all sections of a five-fold service. But the increase is not intended primarily to meet those rising costs. It will, it is estimated—allowing for a 10,000 rise in membership—bring in next year around £353,000, compared with the actual income of £295,456 collected last year. But of that increase of £58,000, £50,000 is to be put to the reserve fund, leaving only £8,000 to meet higher costs and to serve an additional 10,000 members. It was to build up a reserve fund of £500,000 in ten years that subscriptions were increased, and it is for that purpose that the increase will mainly be used.

Low liquid reserves

Is such a reserve fund necessary? Conference was told that the 415 registered trade unions in Britain possessed reserves averaging more than £7 per head of membership. NALGO is the eighth biggest trade union in Britain but, after 46 years of activity, its liquid reserves stand at just under 10s. per head of membership. Conference agreed that that was wrong. Can one fairly challenge that decision—or, knowing the full range of NALGO's services, unequalled for their scope and quality by any other union in Britain—deny that its members have been, and are still, getting their trade unionism on the cheap?

It is the aim of "Local Government Service" to encourage the fullest freedom of opinion within the Association. Unless the fact is stated, therefore, views advanced, whether in the editorial columns or in signed articles, should not necessarily be regarded as expressing the considered policy of the Association.

We can increase efficiency

In a leading article last month, we suggested that, by improving personal and service efficiency, NALGO members could contribute to the increase in production which is the only way to better living for all. To obtain positive examples of what might be done, we invited members in all services to suggest how they would enhance efficiency and productivity in their own fields. Here are the first suggestions received. We hope to publish more next month—and we invite every member with a useful idea to contribute it to the pool. Payment will be made for each contribution printed.

LOCAL GOVERNMENT

“Let the officer get on with his job”

from R. S. B. KNOWLES, a principal administrative assistant, Surrey County Council

MY JOB is committee work; and, since the committee system is the core of local government, any increase in its efficiency must affect the whole administration.

There is plenty of scope. But the biggest obstacle is the attitude of many councillors—the very people who are often most critical of “red tape” but who insist on a traditional, though out-moded, conception of local democracy. Were it to be accepted that the elected representative should concern himself with principle and policy—and with overall control of, but not detailed concern in, its execution—the officer could exploit his expertise in administration. And if the officer were thus allowed to get on with his job, the volume of agenda, reports, and minutes could be slashed to a fraction of its present bulk.

At the same time we officers must not disguise or excuse our own inefficiencies. How many of us have never been guilty of empire-building? It is not difficult to create a state of affairs in a section or department whereby extra help becomes essential. And how many of us, while condemning the longwindedness on paper of our colleagues, never fail to boost the importance of our own pet projects with a morass of words?

Nevertheless, it is probable that the majority of senior officers are “O. & M.-minded,” though they may never consciously practise O. & M. as a technique. These are the men who use the telephone rather than dictate a letter or memorandum; who pass on an original letter for action rather than copy it; who constantly ask themselves why and wherefore. O. & M. as an administrative science, can no doubt accomplish much, but the best O. & M. is that which can be practised by existing and not additional specialist staff. Chief officers should invite from their staff suggestions for promoting efficiency, and councils could do much to encourage ideas by awarding bonus increments for improved methods which are adopted.

How can committee machinery itself be simplified and thereby made more effective? First, we should examine the proposals now coming, with surprising unanimity, from the local authorities' associations: the separation of policy from its execution; delegation of functions to committees; bestowal of wider powers of discretion to officers within clearly-defined policy; rationalisation of financial procedure and control. A complete overhaul of present practices in the preparation of minutes and reports would save many hours of work and vast sums in

printing. We could, without loss, severely prune committee reports. There is little purpose, for example, in including details of statutory notices, licences, accounts for payment, staff appointments, and other uninteresting and useless information. It could be presented more succinctly or dealt with more conveniently by laying the lists on the table at the meeting.

Further, the rank and file could often achieve greater efficiency on their own initiative, by ensuring that manuscripts, whether typed or printed, are so prepared that there is no waste of space: unnecessary paragraphing, fulsome headings, meaningless adjectives, the needless use of “the” and “an,” badly-constructed sentences, all use up precious time and paper. A good first draft eliminates the need for lengthy revision. A draft agenda prepared with an eye to minuting and reporting can be a great time-saver. The typist, too, can make an important contribution. Every line of type should be full, margins not too wide, single-space typing on both sides of paper should be the rule for final copies, and drafts should always be prepared on the back of scrap paper. All these are small points—but in the aggregate their observance could save much public money.

“Give more power to the technician”

from a municipal engineer

I HAVE BEEN TRAINED as an engineer, and therefore see this problem as an engineer views all his problems: getting down to fundamentals, cutting out unnecessary frills, and planning something that will achieve the desired result at minimum cost.

In local government, it seems, there is a growing tendency to put too much power in the hands of the town clerk, the treasurer, and various “administrators.” I do not belittle their work. The technical man often needs the help of the legal man to solve legal problems and to draw up agreements, and of the financial man to find the money to pay for the job. But whoever heard of a lawyer or an accountant having the major say in a firm whose main occupation was engineering and building? And that is the position of a local authority. Its major activities are highways, bridges, transport, refuse collection and disposal, sewage disposal, docks and harbours, sewers, coast protection, street lighting, water supply, housing, building inspection, sanitary inspection, health clinics, school building, parks and gardens, libraries, rent collection, and rate collection. Of these, all save the last four are administered by technicians. Yet, almost invariably, it is the town clerk and the treasurer (and their staffs) who rule the roost and to whom the technician must go, cap in hand, for support for his schemes.

Sometimes after the engineer has recommended urgently needed work on, say, roads or sewers, and his qualified staff has examined the problem and shown how to produce the desired result at a minimum of cost, the clerk and the treasurer will "gang up" on him and veto all his recommendations, and lay members of committees will support them, even to the point of dictating to him on technical matters in which they are neither trained nor experienced.

The board of directors and shareholders of a business concern do not dictate to the works manager on the day-to-day running of the factory. They expect him to use initiative and enterprise. That is what they pay him for. But woe betide the borough engineer who uses initiative and enterprise. He must report every trivial item of proposed expenditure to the town clerk, who will, in turn, report it to a committee, which may turn down some, though the engineer advises that they are essential. Often, approval is automatic, yet the engineer must not take any action, however urgent, before it has been given.

This system, under which technical staffs are strangled by the "red tape," wound around them by non-technical administrators and, worse still, by local butchers, bakers, and candlestick-makers, wastes time and money, creates frustration and a "couldn't care less" attitude among the technical men, and causes public hardship through delay.

Speaking for the technical men I say: "Let the administrators and other non-technical busy-bodies help the technical men, instead of throwing spanners into the works."

"Too much waiting for decisions"

from A. DENTON OGDEN, chief sanitary inspector and director of public cleansing, Chelmsford

THE SANITARY INSPECTION service has a high standard of output. But, in my experience, efficiency is lost by having to wait for decisions—usually formal—from the local authority before being able to proceed.

In saying this, I may be accused of wanting to override the authority of the elected representatives. Nothing is further from my mind. The local authority is not to blame for this position. It is legislation which is at fault.

We are often faced with the problem of an urgent repair to a house: a roof may be defective and water entering the rooms. We can ask the person responsible to do the necessary repairs—but we can do this only informally, and, should he fail to agree, we must wait for the next meeting of the council (or the appropriate committee, if the council has delegated its powers) for authority to serve a legal notice. Then we must allow a "reasonable time" for the work to be carried out. If the notice is ignored, there is further delay until proceedings are taken. Councils always agree to these notices being served. But the delay the procedure involves causes inconvenience and discomfort to the occupier, and often makes the repair more costly.

The same difficulty may arise where urgently-needed work calls for expenditure by the local authority. In my own practice I have often, in consultation with my chairman, taken responsibility in such cases, and I have never failed to receive the approval of the authority. But this procedure involves risk to both the chairman and the officer, and I contend that they should have authority to spend limited sums on urgent needs between meetings,

particularly where prompt expenditure will save money. The sanitary inspection service would be more efficient were authority to be given to the chief sanitary inspector to serve legal notices for, and to incur expenditure on, urgent repairs or improvements.

HOSPITAL SERVICE

Cutting the waiting list

from V. R. MINTER, chief clerk, medical department, East Anglian Regional Hospital Board

THE HOSPITAL SERVICE today is like a fleet with too many admirals. That means divided loyalties, misdirection, and overlapping of effort, all inimical to efficiency.

The first need is for every officer in the service to recognise that the service was created not for his benefit, but for that of the patient. Therefore, all our efforts must be devoted, not to empire building, but to the provision of an efficient personal service to all who need it.

Waiting lists continue to grow, despite repeated "reviews." From a careful scrutiny of such lists over the past three years, I have come to the conclusion that many are not "live." They are swollen by the names of patients who have died, moved, had treatment elsewhere, or no longer want treatment at all. There is scope for much improvement in waiting-list systems.

Closely allied to this waiting-list problem is the most efficient use of all available beds. Experience of the operation of a central bed bureau for tuberculosis in my own office has shown that much can be done to reduce waiting lists by ensuring that beds are not allowed to get "cold." The "vacant staffed beds" figures of some hospitals show that there is room for a quicker "turn-round" and greater attention to this might result in surprising reductions in waiting lists. I do not advocate the wholesale establishment of central bed bureaux, but I do suggest that, where they are of manageable size and are properly conducted under medical supervision, they are of great value.

The relative merits of lay and medical administration have been much debated. As a layman who has worked with able medical administrators for 20 years, my view is that the service needs both—provided the layman does not dabble in medical administration and *vice versa*.

Experience since the establishment of the service has shown, I suggest, the need for staff to know much more than they do about the various branches of the service. NALGO's plans for post-entry training for health staffs will do much to provide this knowledge, but I do urge more and better weekend schools, and would like to see the institution of discussion groups where members of the staffs of regional hospital boards, hospital management committees, executive councils, and local health authorities, can meet and discuss their jobs and problems.

The administration of the service is democratically vested in boards and management committees, but there is a tendency to clog the machine with committees and sub-committees. These waste time on detail which is within the competence of, and should be delegated to, the officers.

The introduction of mechanised central accounting in each region would simplify control of expenditure and, no doubt,

make possible a reduction in the size of H.M.C. finance units. Moreover, the presence of, say, a "Hollerith" system at Board headquarters would make possible much-needed research in medical statistics.

GAS SERVICE

Joint consultation the key

from T. FERNLEY, North Western Gas Board

IN THE POPULAR PRESS, the nationalised services are under continuous fire. We read of top-heavy administrative machines, of jobs for the boys, however incompetent, of labyrinthine entanglements of red tape, of sleek limousines where no limousines were before.

While this picture is as false as it is fantastic, the insider who wants to see an efficient national undertaking can find plenty of room for improvement. The routine jobs could be tackled with more gusto. Administrative processes could be simplified.

There must be a spur in all enterprises. In the bad old days it was unemployment, the shadow of a dozen men waiting to seize your pen or your pick if you grew lazy or indifferent. Today, with nearly all the slack taken up, we must fashion other methods, particularly in the nationalised industries where great size and intricacy of working make it difficult for the men and women who do the routine jobs to see what part they play. It is there, at the roots, that the rumours fly about like gnats in a summer evening, and that disgruntlement at being out of the picture spreads its demoralising effects on production and efficiency.

How can this dangerous position be avoided? How can everyone be brought into the picture and made to feel, if not exactly a star, at least a possible star in the making?

I believe that it can be done only by an imaginative enlargement of the scope of joint consultation and negotiation. The Gas Act and the Electricity Act provide for such consultation between the Boards and their staffs, but it is only too apparent, in the gas world at least, that the Boards' conception of joint consultation stops short of the point where it could be of value in infusing a new, ardent spirit into the industry. Joint consultation, which should be the key-stone of the whole structure, is in fact relegated to a position of minor importance. The trade unions, who should be equal partners, and whose opinions and advice on every problem should be sought and carefully considered, are too often treated as rubber stamps for edicts from on high.

All this, or most of it, could be avoided. The trade unions are the best medium for creating interest in the job in hand. They have their roots in every section. But to play this vital part, they must be able to demonstrate to their members that they really are an integral part of the industry and that their influence pervades all levels. They must stand at the centre of things and be known to be at the centre of things by their members.

Such a step forward, of course, demands a radical change in the employers' outlook. It demands the scrapping of traditional attitudes. Most men of the Boards retain the old private employers' make-up and resent the intrusion of the trade union in what they regard as their particular preserve. Yet, unless they accept the trade unions into full partnership, they will not succeed in evoking the pride and interest in the job which the man working for himself so powerfully demonstrates.

DENTAL ESTIMATES BOARD

Lessons for other services

from H. T. BUCKLE, establishment department, Dental Estimates Board

SINCE THE Dental Estimates Board is unique in England, its problems appear at first sight to offer little of practical interest to any other authority except, perhaps, the Scottish Dental Estimates Board. But, as the Board carries out virtually the whole of its work in its Eastbourne offices and is, therefore, a compact organisation, it presents a picture of a new public service, concise and complete, showing plainly broad principles that might be obscure in an elaborate and widely diffused organisation.

Whether or not one looks upon the new public boards as an unpardonable encroachment upon individual liberty, they have come to stay: there is little or no chance of unscrambling even a curate's egg. And whether or not one regards nationalisation as the sweeping away of obstructive private enterprise tollgates from the highway of progress, the mere transfer of ownership does not produce efficiency. The planners of these new organisations were well meaning theorists, but they were usually feeling their way in the dark.

At the D.E.B. the theorists produced a machine that worked. But, being designed for a smaller load than it was required to carry, it soon began to creak badly. It is fortunate for the public service that the Board, unencumbered by traditions, was prepared to make radical changes in the light of the first two years' experience. With the co-operation of Ministry and Treasury experts, a new procedure was devised. It is too early to pass judgment on this, but there are signs that it will enable the Board to do its work more thoroughly and will, at the same time, dispose of the insatiable appetite of the old system for more staff.

What disturbs me as a taxpayer is that similarly extensive changes are probably needed in almost every other new public board. How many new branches of the public service have failed to streamline their machinery during the first three years of their existence? Surely, experience must have taught them all something of importance. Or is continued high taxation the price of their inertia?

In local government, one is inclined to believe that the years have worn off the rough edges. But a revolution has taken place during the past six years, and every town clerk should be doing some fresh thinking. Unfortunately, it is my experience of solicitors that most have minds of such subtlety that they have no difficulty in producing an endless procession of reasons for postponing action. If only we could occasionally inject a little of the unobtrusive pushfulness of a pre-war salesman!

This may give a hint of the direction that should be taken in any reconstruction of the public services. After a working life divided almost equally between them, I suggest that public and private enterprise are, respectively, guided by two test questions: "Is it right?" and "Does it pay?". The moral rectitude of the public service maxim is undeniable, but the down-to-earth realism of "Does it pay?" must command some respect.

Perhaps I am a little warped in my outlook. I once worked in a government office in which a poundsworth of clerical time was spent in recording, notifying, and recovering a travelling-expense overpayment amounting to threepence. I agree that threepence of public money should not have been disbursed wrongly; but I suspect that a Lord Nuffield would have written it off.

NALGO goes to Sweden . .

During the first fortnight in September, 38 NALGO members took part in the Association's first summer school in Sweden. Here are some impressions of the visit by a member of the party, STEPHEN DUNCAN, vice-chairman of the N.E.C. Public Relations Committee.

SWEDEN is a delightful country. Stockholm would gladden the heart of any Englishwoman with its fairland of shops piled high with nylons of every shade and texture, and clothing, pottery, silver, glassware, linen and other goods—all in impeccable taste. Swedish good taste and material prosperity were perhaps what struck us most during our 14-day visit. It was praised by JOHN WARREN, NALGO's general secretary, when at our farewell banquet, he said "You are the tallest race in Europe, you are certainly the best-dressed race in Europe, and you are the best-educated race in Europe."

Stockholm—built on a seemingly endless number of islands—is a city of bridges, of magnificent buildings, and of modern flats by the thousand. Most Swedes buy their flats through a Building Society: though some are rented by local authorities. Whether bought or rented, all are similar: buildings of six to eight floors, light, airy, brightly coloured, the ground floor usually given up to shops, laundry, nursery and restaurant. More than half the workers of Stockholm now live in modern flats and most have central heating, laundry service, refrigerators, and telephones.

We sailed from Tilbury to Gothenburg in the S.S. Patricia, and went on to Stockholm by train. Second class on the Swedish railway is similar to first class in England, but with the addition of many amenities; fresh water in carafes with papier mâché cups, diminutive racks for handbags and gloves, loose cushions and well-sprung seats.

From Stockholm we went by coach to Bergahdal, our headquarters for the first four days. This was reminiscent of an early 19th-century American town, with its trees, log-burning stoves, huge stacks of logs, and graceful Georgian-style houses. It was in these pleasant surroundings that we had our school, hearing lectures, all delivered in impeccable English, on Swedish life and local government, social welfare, town planning, the "Swedish NALGO," and the central organisation for Swedish blackcoat workers, which Mr. Warren describes on the opposite page. The lectures were interspersed with sightseeing tours and a visit to the Royal Opera in Stockholm. Later, we visited Uppsala, the ancient capital, Gävle, a seaport, and Sandviken, a steel centre, returning to Stockholm for a final lecture on the city's administration.

Public servants "superior beings"

There appear to be few idle rich—or idle poor—in Sweden. Most married women go out to work before their children are born, and many return to work when the children are off their hands. The Swede works almost a six-day week, shops and offices remaining open till mid-afternoon on Saturdays, and entertainment and sport being generally reserved for Sunday. The cinemas have no matinées: it would be a waste of time, they told us. Prices

are high (Swedish housewives will buy a single lemon, a single tomato, or a single onion) but wages are high in proportion. The average wage of a labourer is about £8 per week. Civil servants and local government officers are regarded as superior beings—and receive "superior" salaries, though not greatly different from ours.

Separate boards for each service

A surprising feature of Swedish local government is that, even in the smallest rural district, there can be as many as 30 different bodies dealing with the social services in one local authority area: school boards, town planning boards, health boards—all administered under the financial control of an executive board. Some of the smaller authorities cannot afford staff, and duties which would be carried out here by paid officers are performed by the chairmen of the boards. There are more than 130 cities varying in population from 1,100 to 700,000 and 2,400 rural districts with populations ranging from 72 to 22,000—the latter covering an area as big as one of the Yorkshire Ridings.

The administration of Stockholm is peculiar in having eight Commissioners, politically elected for four years, and each controlling one of eight departments—finance, establishment, education, planning, social welfare, hospitals, public utilities, real estate and housing. Each is paid a salary of approximately £3,000 a year. Each department is staffed by local government officers just as we find them here. Though the system differs from ours, Sweden prides herself, with truth, on possessing real local self-government.

Wherever we went, the hospitality was tremendous. We were given civic luncheons and dinners, visited flats, libraries, day nurseries, old people's homes, and a hospital. And everywhere we found the prestige of NALGO and of British local government high. It would be impossible to name all the people who treated us so well, but I must mention FILIP ANGER, president of the Swedish Association of Local Government Officers, PERS ANDBERG, secretary of the Swedish black-coated workers' educational organisation, and PERCY WILLIAMSON, Labour Relations Officer at the British Embassy, and a man as Yorkshire as a Bradford woollen mill.

Of the value of this summer school, I cannot do better than quote the words of our leaders: LEWIS BEVAN, NALGO President: "We have been made to feel that the whole of Sweden has been put at our disposal"; ALFRED ODELL, chairman of the N.E.C. Education Committee: "From a conference of democracies in this part of the world we might discover a means of finding peace throughout the world"; and JOHN WARREN: "This visit has been one of the most significant and memorable events in our lives."

... sees the "Swedish NALGO"

That the organisation of black-coated workers in Sweden gives food for thought in planning our own future trade union policy, is expressed in this review by JOHN WARREN, NALGO's General Secretary, of the similarities and differences between Swedish and English conditions.

OVER AND ABOVE the study of comparative local government, which was the primary object of the Swedish school, it provided interesting information about the organisation of black-coated workers in Sweden.

Swedish local government officers have an association similar to our own in structure and basis of recruitment. It was flattering to hear them refer to it as the "Swedish NALGO," and indeed its leaders may have learnt something from us, since they have for many years maintained contact with Headquarters.

Naturally, membership of the Swedish NALGO is only a fraction of our own. In relation, however, to the population of Sweden—seven million, less than that of Greater London—its total of about 22,000 represents a high degree of success in recruitment.

Sweden is an immense country and, outside Stockholm and Gothenburg and a few industrial towns of about forty or fifty thousand, the population is mostly scattered in rural communities and small towns. These conditions make the work of the Swedish NALGO's officers difficult and arduous, since they have to travel great distances to visit local authorities and branches. Moreover, although national collective bargaining is now developing fairly rapidly by direct negotiation between the local authority associations and the trade union (but so far without anything corresponding to our Whitley machinery), conditions of service and grading of staff must largely be adjusted by direct negotiation with individual local authorities. It was interesting to talk to the officer—corresponding to one of our district organisation officers—whose duties carried him into Lapland, and to hear of the arduous conditions in which he had to work in the winter. Scotland presents our nearest parallel to such conditions, but even our Scottish district organisation officer would be appalled to hear what his Swedish counterpart has to face.

National federation of "blackcoats"

The most interesting development in Sweden from our point of view is its comprehensive federation of black-coated organisations. This federation includes the Swedish NALGO, the trade unions of civil servants, teachers, and nurses, and even an organisation of army officers—among whom, up to a certain level of command, trade union organisation is allowed. More remarkable still, is the fact that unions of black-coated workers in private industry and commerce, such as bank and insurance staffs and journalists, are affiliated to the federation. The existence and work of this federation merits study by the growing number of people in this country who see a need, in these times, for the solidarity of all black-coated workers.

We cannot, of course, assume that everything the federation does could be copied here without a close analysis of the similarities and the differences between Swedish and English conditions. For example, whereas most of the comparable British unions have their own bargaining machinery and are big enough to handle the whole of their trade union work, the Swedish unions are, in the main, much smaller, and find in the federation a means of providing skilled resources and staff which they might not be able to establish efficiently or economically for themselves. On the other hand, many of the affiliated unions do run their own affairs independently, while finding the federation useful for other purposes.

One of these, of benefit to all the affiliated unions, is the ability of the federation to collect and analyse information about service conditions among black-coated workers over a wide field, and to make this information available to each union in its negotiations.

Education in trade unionism

Another, and most important, side of the federation's work is education, for which it has formed a parallel but separate and specialist body. This body trains the voluntary officers of the affiliated unions in trade union practice, organisation, and negotiation—an object similar to that which NALGO is pursuing through its schools of branch management, but with the consequence, possibly an advantage, that it brings together the officers of many unions. It also provides vocational courses for the members of the affiliated organisations. The field here may not be wide, because of the excellence of higher education and vocational training in the Swedish educational system, but there are the specialist lines for which the federation's facilities are invaluable.

Finally, the federation's educational body is recognised by the State as an agent of adult education in general cultural subjects, and draws grants from the State for this work. It maintains a permanent residential college in the country on the shores of a beautiful lake ten miles north of Stockholm. It was here that the summer school was held.

But perhaps the most impressive thing we learnt of the federation was its growing influence in Parliament. There seems to be no doubt that the voice of the Swedish black-coated workers as a class is heard in the Swedish Parliament through the medium of the federation.

While, as I have said, we cannot conclude that the articulation of black-coated interests in Britain should follow the same pattern as in Sweden, there is no doubt that this Swedish example has provided most suggestive material for consideration in planning our future trade union policy.

Co-operation needed in the complex health service

Staffing problems boldly tackled at Eastbourne

"SOMETHING LIKE a commando course" was the description given by E. A. S. YOUNG, past president of NALGO, to the metropolitan district week-end school for health staffs, held at Eastbourne on October 12-14. The description was apt. Though there was no heavy fire nor thunder-flashes, and only occasional sniping, the packed programme made an effective endurance test.

The school, organised by A. E. KAY, N.E.C. and metropolitan district area education committee, was attended by 150 members in the national health service. Opening it, G. F. BOWES, chairman of Eastbourne hospital management committee, said that the complexity of the health service called for the highest degree of co-operative effort from all concerned. Since the school included officers from regional boards, groups, hospitals, executive councils, and the Ministry of Health, ranging from group secretaries to general clerks, he judged that the students were of the same opinion.

Lt. Commander H. DENTON, O.B.E., chairman of the Colchester group hospital management committee, and member of the N.E. metropolitan regional hospital board, talked about the hospital service as he saw it. And he clearly saw that, after three years, the hospitals were providing citizens with a service unparalleled in Britain's history. But it could be improved—often without additional expense. One example was the need for better medico-social service. If hospitals would only give them medical information, county health authorities could give better after-care to patients discharged from hospital.

A. J. EAGLES, metropolitan district consultative committee, said that public criticism of the service was often concentrated on administrative and clerical staffs, who feared that they might be the victims of an economy drive—from within the service as well as from outside. Lt. Cdr. Denton replied that the same point had been put to him by the ancillary grades, who asked why they should be dismissed when there were "hundreds of clerks doing nothing."

Capt. J. E. STONE, C.B.E., M.C., director of the hospital facilities division, King Edward's Hospital Fund, had circulated his paper "Some thoughts on hospital administration and the training of hospital administrators." This was a comparatively new job, he said, calling for a

knowledge of hospital structure, supplies, domestic work, maintenance, engineering, staff control, training schemes, pharmacy, social and medical service, and exceptional personal qualities in the administrator. Those personal qualities included character, personality, humaneness, originality, sociability, vision, and tact: qualities which are rarely revealed by written examination, and only occasionally detected by long and repeated interviews and contacts.

A. W. BASSETT, Bermondsey and Southwark hospitals branch, attacked the principle of the introduction of outsiders to the higher posts. He was sure that a qualification was essential, yet he had found that some of the recently appointed men were not only unqualified, but they denigrated holders of diplomas. Capt. Stone replied that if outside men were appointed in the face of competition from people within the service, surely they must have something the others lacked? The King's Fund bursary scheme of training for hospital administrators had now been merged into a scheme of refresher courses at the Administrative Staff College, and anyone, from within or without the service, could apply.

The director of the Industrial Welfare Society, JOHN MARSH, in a talk on "What makes people want to work," suggested that the problem of training people for administrative posts was as difficult in industry as it was in the health service. It was still impossible to get a diploma for management, and, in any

event, the holding of a diploma would not necessarily mean that the holder was a manager. Part of the trouble might be that there were not enough people of the right calibre.

The need for supplies officers was much debated. Capt. Stone could find no need for them in the hospitals, and even S. F. L. TYE, B.A., county supplies officer, Glamorgan, who spoke on "The organisation of a hospital supplies department" put more arguments against them than for, but qualified his answers by saying that everything depended on the volume of purchases. In his view, the need for supplies officers was a temporary one: they would not be wanted in a hundred years' time.

The relationship between the Ministry of Health and the health service was discussed by K. H. HODGES, deputy principal regional officer of the Ministry—who had fired off much of his ammunition the previous evening in an unscheduled debate in which the Ministry circular on redundancy and its possible effect on the regradings about to take place provided material which could have lasted throughout the night. But by the time the meeting broke up at 3 a.m. nobody had decided who was to dispense with whom, and when.

Mr. Hodges' lecture was mainly an appeal for better co-operation between the different branches of the service. He likened the differences between them to the groynes on the beach outside the hotel, which served as minor breakwaters but were not insurmountable. But if they were to be built high, as he thought, officers were building the barriers separating each branch of the health service, they would seriously impede movement. The success of the health service depended upon its smooth running, and that was controlled at officer level.

Fourteen million forms a year sounded like one of the insurmountable groynes mentioned by Mr. Hodges, but HARRY OSBON, deputy clerk of the Dental Estimates Board, explained their simplicity.

Dr. S. J. FENTON, Eastbourne's medical officer of health, also called for co-operation, but he thought it was more needed from Ministry, board, committee, and council, than from officers. In his experience, he had excellent co-operation from them. The health service was designed to improve the physical and mental health of the people, and to prevent, diagnose, and treat illness. It was an immense task, he said, and whilst he did not belittle the efforts of the hospital services, he thought that too much emphasis was being put on them and too little on welfare.



THE DEBATE CONTINUES between (from left to right) A. Allen, Metropolitan District Consultative Committee; G. W. Phillips, national organiser for health staffs; A. K. Hadfield, N.E. Essex hospitals branch; Alderman H. G. T. Stone, Brentwood hospitals branch; A. E. Kay; and W. G. Harrald, Harefield and Northwood Group (hospitals) branch.

Is our P.R. policy standing still?

Remedies suggested at Oxford weekend school

NALGO's public relations policy is tending to stand still because it is suffering from "congestion of the brain and paralysis of the limbs."

This was the warning given by ALEC SPOOR, the Association's P.R.O., to 54 branch and local authority P.R.O.s attending the fourth Metropolitan district weekend school of public relations at St. Hilda's College, Oxford, on September 28-30. Between 1937 and 1939, he recalled, the policy had made great progress, with branches everywhere taking it up with enthusiasm. That progress was continued between 1945 and 1948, when, under NALGO impetus, many employing authorities embarked on public relations. But since 1948—apart from the short-lived effort of the salaries campaign—there had been no comparable progress.

Why was this? Public relations for the public service was still essential. NALGO members had little prospect of gaining the reasonable salaries and conditions of service they sought, nor the opportunity for a full and satisfying career, until they convinced the public, their ultimate employers and paymasters, that they did an essential job and did it well. Nor was it possible to ignore public relations. Every member, in his contacts with the public, was a P.R.O. for the service, which would be judged by the impression he made. A branch or an employing authority which informed the public about its work, and strove to establish smooth and co-operative contacts, was practising good public relations. But if the branch or authority did nothing, this did not mean that it had no public relations: it simply meant that its public relations was bad.

Most important reason for the present stagnation, Mr. Spoor considered, was dispersion of effort. The public relations policy, originally confined to local government, had been progressively expanded until it now covered publicity for NALGO to its own members, public relations for the officer—in five services; public relations for those services themselves; and public relations for NALGO to the public. The result was inevitable: with so many irons in the fire, none could get hot—and there was danger that the fire itself might be extinguished. This danger was intensified by the fact that most of the field work must fall on volunteers in branch and district, none of whom could spare much time for it.

The remedy, he thought, was to reduce the volume of work, cutting out all frills and concentrating on one job at a time, and to get more helpers in the branch. Publicity for NALGO to its members was not a P.R. job at all—it was a task for the whole of the branch or district committee, which should appoint a special team to perform it, on which the P.R.O. would be adviser only. That would leave the P.R. committee free to concentrate on its real job of projecting the service and, with the service, the officer: a job in the execution of which it should seek the help of every member able and willing to help. Were that to be done—and were they to remember always that good service was the bedrock of good public relations—it would be possible to recapture the enthusiasm of the pioneer days and develop a programme that would not only assist the Association's "bread and butter" work, but would contribute materially to that system of communal welfare to which NALGO and all its members were dedicated.

Following lecturers discussed public relations from several different angles. Councillor B. KEITH LUCAS, senior lecturer in local government at Oxford University, and a member of Oxford City Council, stressed the councillor's difficulty in discovering what his electors wanted. Public meetings were rarely attended by "ordinary" folk; books and pamphlets were too expensive; opinion polls impracticable. Though unable to suggest a solution to this problem, he was convinced that the more people knew about the public service, the better it would be for all.

MAJOR H. O. HARTLEY, J.P., editor of the "Oxford Times," said that a newspaper editor valued the P.R.O. who knew the work of his employing authority and was able to talk freely about it: the "odd job" man lacking authority to give information was of little use. P.R.O.s need have no fear that information given "off the record" to enable the newspaperman to understand what he was writing about would be disclosed.

H. B. HARPER, chief information officer, Southern Region, Central Office of information, described the work of the C.O.I. nationally and regionally, and suggested that it could often help and collaborate with branch P.R.O.s.

A clearing house for ideas

G. MORLEY DAVIES, P.R.O. to the South Western district committee, suggested that the function of the district committee in P.R. work was to be a clearing house for ideas and a powerhouse to keep branches active. But the key man in all NALGO P.R. work was the branch P.R.O.

General discussion in the final session, led by LIONEL SIRETT, Metropolitan district P.R.O., who had organised the school, stressed particularly the need for more publicity for NALGO among health service members, better public relations for the health service, and greater efforts to persuade members of local authorities of the need for municipal public relations.



Health branch P.R.O.s L. G. Guy and D. F. Jones pose a problem to L. G. Sirett, A. E. Odell, and Stephen Duncan, of the N.E.C.

1,200,000 tons of waste paper wanted

BRITAIN needs more paper. Not only for local authorities and the nationalised industries—though they need more of it, too—but for advertising British goods abroad, for packing and protecting them in transit, for catalogues and instruction manuals, and for all the administration necessary to get them to the right spot at the right time.

But there is not enough paper to meet the demand—and, because of that, the price of paper is high. So what do we do? Make more paper and bring prices down! Fine, but other countries want more, too, including the countries from which we get the pulp from which paper is made. We just cannot get enough. Therefore, we have to use much of our paper twice—collecting what we have used once and repulping it for use again.

Our need, then, is for waste paper. This year alone we need 1,200,000 tons. And local authorities, which did so much during the war, have been urged to resume and beat those efforts.

To encourage them, the Waste Paper Recovery Association launched a national contest in January, offering prizes totalling £20,000 to the 150 authorities which collect during the year the highest monthly average tonnage of waste paper per 1,000 population.

The response has been good. During the first six months, the number of authorities collecting paper rose from 650 to 1,300, while many, which had been collecting before, greatly increased the amount recovered. As a result, local authority collections this year are likely to be the best since 1942, the peak

war year, when 433,000 tons were collected.

And ratepayers themselves are benefiting from the high prices now being paid for waste paper. Halifax, for example, expects to make a profit of £30,000, Rochdale of £17,000, Scunthorpe of between £8,000 and £10,000—all of which will go to the relief of rates.

But, good as it is, this effort is still not enough. Though waste paper is now being recovered from all sources at the rate of a million tons a year, another 200,000 tons at least will be needed in the next few months to meet the needs of production—and still more next year. This can be done—if all local authorities will intensify their efforts and, especially, if the 500 or so which have as yet made no special effort will do so.

There are difficulties. Many of the hitherto inactive councils cover sparsely populated areas or lack suitable vehicles. Some have found dustmen unwilling to take the trouble to separate paper from other refuse. Others find that householders themselves insist on using their waste to light fires or wrap refuse, or complain that they have nowhere to store it separately from other rubbish until the dustman calls.

Most of these and the other problems are administrative, and, like all other administrative difficulties, can be solved by ingenuity and imagination. It is because it believes that local government officers both possess—as many have already shown—this ingenuity and imagination and, through their daily contacts with householders and the salvage services, know better than most what more

£10 10s. in prizes for ideas

BELIEVING that NALGO members, with their close contacts with the public, know more than most people where waste paper can be found and how best it can be collected, the British Federation of Master Printers is offering, through "L.G.S.", prizes of £5 5s., £3 3s., and £2 2s. for the three best new and practical suggestions for improving waste paper recovery.

The competition is open to all members. Suggestions, not exceeding 200 words in length, and bearing the name, address, and branch of the competitor (not necessarily for publication) should be sent to the Editor, "L.G.S.", 1, York Gate, Regent's Park, N.W.1, before December 1.

Judges will be J. C. SHEPHERD, Public Relations Secretary, British Federation of Master Printers, and the Editor of "L.G.S." Winning entries will be published in the January "L.G.S.", and 10s. 6d. will be paid for every other entry published.

could be done, that the Federation of Master Printers has offered the prizes in the competition announced above.

It is open to all NALGO members, whether in the local government service or not. Any member who has a bright idea which might make waste paper salvage more effective, or who knows of untapped sources of supply (and the basements of many public authorities must house masses of old papers, many of which could be disposed of) should send it in. It may win a prize—and help to solve a national problem.

A mobile exhibition built into an ordinary refuse van is St. Marylebone's latest scheme for making its ratepayers waste paper conscious. Launched by the mayor, and led in procession through the streets by six masked housewives, the exhibition will visit every street in the borough, by day or night. It is followed by another vehicle to collect the salvage brought out in response to the cleansing officer's exhortations over the loudspeaker. Since 1940, St. Marylebone has converted 30,000 tons of waste paper into £100,000 for the rate fund.



Service conditions news

HEALTH

by G. W. PHILLIPS

Measures to limit hardship for redundant staffs



THE PROCEDURE to be followed when a board of governors or hospital management committee has to reduce establishment and dispense with the services of "redundant" staff, is set out in Ministry of Health circular RMB(51) 101; HMC(51) 93; BG(51) 96.

It must be emphasised that, whilst representatives of the staff side of the General Council were consulted on the lines of the circular, and that some points of procedure were included at their request, the staff side did not commit itself to the need for any general or particular reduction of staff. Indeed, the staff side, acutely aware of the inadequacies of the present service, considers that the hospitals need not fewer staff but increased facilities with corresponding increases in staff, coupled possibly, in a few places, with some redistribution.

Since, however, some officers had already been dismissed, and others were threatened, the staff side considered it imperative to take what action was possible to see that, when dismissals were unavoidable, they were carried out fairly and with the least hardship. The circular says:

1. From time to time circumstances may arise in which a Board of Governors or a Hospital Management Committee find it necessary to effect a reduction in establishment at a hospital or hospitals under their control with the result that the services of a certain number of staff have to be dispensed with. Where this is so, the Minister regards it as important that the course of action taken to resolve the staffing problem should follow certain defined lines which are of general application. The Minister accordingly asks Boards and Committees to observe the following arrangements in carrying through any such staff reduction as may be required.

2. Once the numerical reduction in establishment and the distribution of that reduction over the various grades of staff employed in the hospital have been determined by the Board or Committee, the broad principle to be observed in deciding which individuals in the grades concerned are to have their appointments terminated is that the employee with the least service should be the one to be discharged, subject always to the over-riding consideration of the efficiency of the hospital. This latter proviso does not refer to the relative efficiency of one individual as compared with another, but is concerned with the effect on the functioning of the hospital of closing down

or curtailing that part of the service on which the individual is engaged.

In considering length of service for this purpose, the criterion should be hospital service as a whole and not simply service in the particular hospital whose establishment is being reduced.

3. Employees selected for discharge under paragraph 2 above should be notified individually that it is proposed to dispense with their services on account of reduction in establishment. The longest possible intimation should be given in advance of the formal notice of termination of appointment and the employee should be informed that if he wishes to make representations against his selection for discharge, he may if he so desires seek the assistance of his trade union or professional organisation in doing so. A preliminary warning period will give time for any such representations to be made and considered.

Any representations made by the officer himself should be considered and in the event of an approach by a staff organisation on his behalf any representations made by that organisation in the matter should receive full consideration.

4. It is hardly necessary to remind Boards and Committees that it may be possible to absorb officers selected for discharge into other grades where there may be vacancies.

5. If the services of nursing staff have to be dispensed with at one hospital, steps will doubtless be taken to ensure that they are absorbed elsewhere in the hospital service. In the case of a management committee, the impending discharge of nursing staff should be reported to the Regional Hospital Board who should consider the needs of other management committees in the region.

Any individual who prefers to make personal arrangements for obtaining a fresh post is, of course, free to do so.

6. It is also desirable that special steps should be taken to ensure that administrative and clerical staff who have been trained in hospital work are not finally lost to the hospital service if the individuals desire to remain in it. Arrangements should therefore be made under which the attention of administrative and clerical staff under notice is drawn to suitable vacancies occurring elsewhere in the region and also in neighbouring management committee areas outside the region in order that they may have an adequate opportunity of applying to be considered for such vacancies before the posts are publicly advertised. The machinery described in the Appendix should be used for this. These special arrangements should continue in relation to any individual for a total period of six months.

7. At present, special arrangements of the kind described in paragraph 6 above are not considered necessary for any other grade of staff, but boards and committees will no doubt do what they can to retain experienced staff in the hospital service by bringing to the attention of staff under notice particulars of any suitable vacancies in other hospitals of which they may be aware.

8. The fact that a reduction in establishment is impending is bound to become known sooner or later and may very well give rise to feelings of unrest and apprehension among the staff of the hospital concerned. The Minister therefore considers it desirable, particularly where the proposed reduction is of a substantial character, that the hospital authority should take the earliest opportunity of explaining the position to the staff, telling them what is happening and why.

The appendix sets out the following procedure to give redundant administrative and clerical staff the greatest possible chance of re-employment within the hospital service, and emphasises that this procedure should be followed by all boards and committees:

1. Every board or committee which finds it necessary to fill a vacancy in its administrative and clerical establishment should first notify the vacancy to every other board and committee in the same regional hospital area, and, where appropriate, to neighbouring hospital authorities in adjacent regional areas. The recipient authorities should immediately bring the vacancy to the notice of any of their administrative or clerical officers who are under notice for redundancy. The authority having the vacancy should allow time for the receipt of applications from redundant officers and should take no steps to advertise the vacancy until after all such applications have been fully and fairly considered.

2. Authorities who have discharged administrative or clerical officers as redundant should continue to bring to their notice vacancies notified as above for six months from the beginning of their formal period of notice.

DISCIPLINARY PROCEDURE Minister's "interim guidance"

The General Council has for a long time been considering disciplinary procedure in the national health service, but has so far failed to reach agreement. Pending such agreement, the Minister has issued a memorandum (RHB(51) 80; HMC(51) 73; BG(51) 77) giving general interim guidance. The memorandum asks employing authorities to review their present procedure and see whether it can be improved on the lines indicated in the following paragraphs:

The procedure is intended for cases where the more serious forms of disciplinary action are involved, and not for minor

matters where, for instance, all that is needed is a word from the officer's immediate superior. It provides machinery for appeal to the employing authority for officers who are aggrieved, or opportunities for personal hearing, if so desired, before a final decision is reached. But it is perhaps unnecessary to say that, although satisfactory appeal machinery is very important, what is more important is a sound practice for dealing with cases at an early stage.

All procedure should provide for proper warning, wherever possible, of serious matters likely to involve disciplinary action, and for a right of appeal to the employing authority, or opportunity for personal hearing, before a final decision is reached. It is important to ensure, not only that justice is done and injustice avoided, but also that justice is seen to be done. The existence of a regular procedure is a valuable safeguard of this.

In reviewing their own procedure, employing authorities are asked to bear these principles in mind and to follow them in making any adaptation of their own practice that may be necessary in the light of this memorandum.

There are broadly two types of case and different provision needs to be made for each.

1. *Employees whose employment can be terminated by an individual officer or by a committee or sub-committee of the employing authority under delegated powers:* An employee of a regional hospital board, hospital management committee, or board of governors, an executive council, the Dental Estimates Board, or a joint pricing committee, who is aggrieved by disciplinary action, including dismissal, should have the right of appeal to his employing authority. The authority should, from amongst its own members, set up an appeals committee to hear the appeal and the employee should have the right of appearing personally before the committee, either alone, or with a representative of his professional organisation or trade union, or with a friend not appearing in a professional capacity. This appeals committee should not include any members directly involved in the circumstances leading to the disciplinary action or, where disciplinary action taken by a committee or sub-committee of the authority is the subject of appeal, members of that committee or sub-committee. The report of the committee should be submitted to the full employing authority who should thereupon reach a decision on the case.

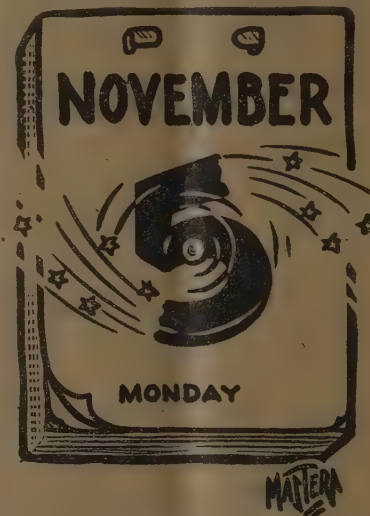
It is important that appeals should be made and disposed of quickly, and time limits would be appropriate. It is suggested that any appeal should be lodged within three weeks of the receipt by the employee of notice of the disciplinary action, and the hearing should take place within five weeks of the receipt of the appeal.

2. *Employees whose employment can be terminated only by a decision of the full employing authority:* This should be taken to include the authority's more senior grades, e.g., senior professional (including nursing), administrative, or technical staff, whether or not the employing authority has devolved powers of dismissal or disciplinary action to a committee or sub-committee. (In the case of such staff, the Minister considers that the authority should never have devolved power of dismissal to a particular officer, and they should review any decision they have taken as regards devolution of the power to a committee or sub-committee so as to assure themselves that such devolution

is appropriate. It should in any case not be a function of a house committee in a hospital.)

If circumstances arise which might lead to disciplinary action, including dismissal, no decision in regard to the matter should be taken by the employing authority without affording the employee an opportunity of being heard. The employee should have the right of appearing personally at the hearing, either alone, or with a representative of his professional organisation or trade union, or with a friend not appearing in a professional capacity. At the hearing no member of the authority who is directly involved in the circumstances that appear to indicate the need for disciplinary action should have a part in the decision which the employing authority must thereupon make.

These arrangements do not prejudice the right of the employing authority to take



immediate action (whether by suspension from duty or by dismissal) where this is required in cases of a very serious nature.

The appeal procedure which has been suggested is for appeal to the employing authority. In this paragraph, and throughout the memorandum, the term "employing authority" is used to mean the authority whose function it is to appoint and dismiss employees of the grade in question. The procedure does not provide any right of appeal to any other authority beyond the employing authority. If an aggrieved employee after having exhausted the appeal procedure within his employing authority seeks to appeal to some authority beyond the immediate employing authority and applies, for instance, to the Minister or, in the case of hospital management committee staffs, to the regional hospital board, it is for the Minister, or the board, at their discretion to decide what they shall do in regard to the application. Further consideration would depend upon the circumstances as they were found in the particular case: it would be for the Minister, or the board, to decide, and their intervention could not be claimed as a matter of right by the individual employee. In exercising discretion in such circumstances a board should bear in mind that it is desirable that appeals be heard by persons who have not taken a direct part in the original decision against which the appeal is made.

Administrative and Clerical Council

Details of the salaries agreements reached on July 23 and reported in the September "L.G.S." have now been published in Ministry of Health circulars A.C. 17 (clerical and administrative staff) and A.C. 18 (designated officers of executive councils). Copies have been sent to all branches with members affected.

A Ministry memorandum to hospital authorities accompanying AC circular 17 (RMB(51) 98; HMC (51) 90; BG(51) 93) points out that the new grades do not apply to officers outside the purview of the Administrative and Clerical Staffs Council; officers who, though within the council's purview, normally work a longer week than the main body of administrative and clerical staff; and other designated officers with whose salaries the Council deals separately. The memorandum adds:

The Minister is aware that some hospital authorities have in the past graded in clerical and administrative grades, particularly in the General, Miscellaneous, and A.P.T. Divisions, certain posts which are within the purview of the Ancillary Staffs Council or one of the professional and technical councils. Those grades were not intended to be used for such staff. Staff who have been graded in these grades but are proper to grades under the Ancillary Staffs Council, include, among others, telephone operators, dining room supervisors or manageresses, head porters, head gardeners, laundry superintendents or managers, and various kinds of foreman-craftsmen. The Miscellaneous and A.P.T. Divisions have been used by some hospital authorities for posts held by professional or technical staff other than finance, accounting, and legal staff, although it was not intended in the national health service that any of these divisions, even the A.P.T. Divisions, should be so used. These staff should not be graded in the new administrative and clerical grades and their pay will not be affected by A.C. Circular No. 17. Any professional or technical officer for whom there is at present no specifically negotiated rate of remuneration should be considered an officer for whom there are no national conditions of service, and the Ministry should be consulted about rates for such posts when they fall vacant...

Similarly, administrative and clerical staff who normally work a longer week than the main body will be unaffected until the Whitley Council has negotiated salary scales for them.

The memorandum calls on employing authorities to regrade all other administrative and clerical posts with all possible speed and expresses the hope that the regrading will be completed within two months of the receipt of the memorandum. It continues:

Employing authorities should give specially careful consideration to the grading of posts at present in the General, Clerical, and Miscellaneous Divisions to ensure that they are regraded correctly according to the Whitley Council's definitions in Grades A, B or C. [These were set out in the September "L.G.S."] It may not be appropriate in all cases to put automatically into Grade A posts that are at present in the

General Division, nor into Grade C posts in the Clerical Division. Employing authorities should also classify within Grade A those posts whose holders are engaged wholly on simple repetitive routine duties, as defined by the Whitley Council . . .

The Whitley agreement provides for officers engaged as shorthand-typists, operators of accounting and calculating machines (other than simple types), and officers sorting or tabulating punch cards, to be paid, at the employing authority's discretion and with due regard to proficiency, at any point not exceeding four increments above the normal point in the Grade A scale. It will be noticed that the discretion is restricted to these specified categories of staff only.

Some employing authorities did not find it necessary in the past to pay women in the General Division above the age rate and may not find it necessary to exercise their discretion to pay accelerated increments on the Grade A scale in the future. Other authorities have made wide use of the discretion in the past and will notice the restrictions now placed on the award of extra increments. Some authorities have in the past adopted arrangements whereby extra increments were given only when officers reached specified standards of proficiency in shorthand and typing. The Minister sees no objection to such arrangements for regulating the use of this discretionary power to suit local conditions. Whatever local arrangements are made, however, employing authorities should bear in mind that the individual officer's proficiency *must* be taken into account and the Minister expects the maximum of four extra increments to be given only when the individual officer is fully proficient. He suggests that for a shorthand typist to qualify for two extra increments, speeds of at least 100 words per minute shorthand and 40 words per minute typing should in every case be required, while in order to qualify for the full four increments, speeds of at least 120 words per minute for shorthand and 50 words per minute typing should be required, together with any other conditions the particular employing authority may consider desirable.

Employing authorities will note the Whitley Council agreement that officers aged 25 or over at the time of first appointment to a Grade A post will in future enter at £330 (men) or £270 (women). The Whitley agreement provides, however, that in exceptional circumstances and on specified conditions, employing authorities may at their discretion award a higher starting point. The Minister has accepted this latter part of the Whitley Council recommendations with some misgiving and employing authorities, at any rate until further notice, should obtain the Ministry's consent before exercising this discretion.

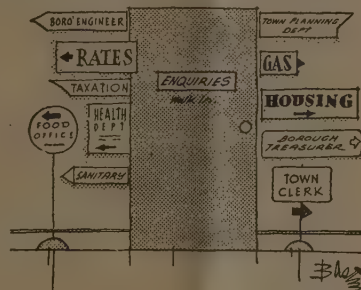
The other conditions of service such as annual leave, conditions of overtime and extra duty allowance, sick pay, etc., as already notified from the Ministry remain unchanged except for the modifications contained in Part II of A.C. Circular No. 17. It should be noted that in connection with eligibility for overtime or extra duty allowance, all the conditions other than the salary limit of £495 remain as set out in the relevant Ministry memoranda. Similarly, the other conditions with regard to annual leave, including the proviso that Saturday counts as a full working day for the purposes of annual leave, remain unchanged.

A similar memorandum to executive

councils emphasises that councils should not, without the Minister's consent, grade any present Clerical, Higher Clerical or A.P.T. post higher than is shown in the assimilation provisions (which were likewise set out in the September "L.G.S.") subject to special consideration of the posts held by women to avoid reversing salary relativities.

Employing authorities are asked to give special attention to the classification of posts in Grade A with simple repetitive duties which will, in future, be subject to a maximum salary of £370 (men) and £300 (women) with protection for existing staff. "The Minister expects" the memorandum declares "that a considerable number of posts in the offices of the Dental Estimates Board and of executive councils will be so graded."

The new grades should be applied with effect from May 1, 1951, and the Minister



will ask all employing authorities at the end of the year to make a return of the number of staff employed in the various grades.

Catering officers and farm managers—Staff side proposals on salary scales for these officers have been submitted to the management side.

Nurses and midwives council

Claim for all-round pay rise—The staff side has instructed its executive committee to prepare a claim for an all-round increase in nursing salaries.

New "saving" clause—Circular NMC18 records agreement on revision of the "saving" clause for senior grades of hospital nurses and midwives. The new clause, replacing those in NMC circulars 8, 10 and 13, is to apply retrospectively from February 1, 1949, and is as follows:

Any nurse or midwife should be given an option to retain, on a personal basis, the scale of salary and conditions of service on which she was employed at January 31, 1949, instead of being placed on the appropriate new scale and conditions, so long as she continued to be employed in the post which she then occupied. The option once exercised shall be final as long as the present revised scale remains in operation.

Where a nurse or midwife who elects to come on the new scale and conditions of service was receiving at February 1, 1949, a higher salary * than that appropriate to her rank and years of service on the appropriate new scale, she shall mark time at her existing salary * until it is overtaken by the new scale.

* Note.—In the case of a resident nurse or midwife this means the total of her cash salary and the value of the emoluments.

Any nurse who elects to come on the new scale, whether or not she marks time as provided for in the previous paragraph, shall have applied to her the conditions of service recommended by the Nurses and Midwives Salaries Committee as amended from time to time by the Nurses and Midwives Whitley Council.

Appeals committee—The council has agreed a constitution for an appeals committee to hear disputes referred to it after disagreement in a regional appeals committee.

Auxiliary nursing grades—The staff side of the standing committee is preparing proposals for submission to the management side.

Senior grades of public health and domiciliary nurses—Agreement has been reached on senior grades in the public health and domiciliary nursing services, and is published in Circular NMC 19, copies of which have been sent to appropriate branches. The agreement is in two parts:

Part A sets out new salary scales, effective from February 1, 1949, and lists the grades affected. The following are examples of the new scales:

Superintendent nursing officer or chief nursing officer—

from £495 × 20—£575 with a staff of 10—24 to a range between £775—£1,000 (rising by five increments of £30) with a staff of 500—999;

Deputy to above—from £450 × 20—£550 with a staff of 25—49 to a range between £650—£800 (rising by five increments of £25) with a staff of 500—999. Where the staff exceeds 1,000, the salary is at the discretion of the employing authority.

Divisional or area nursing officer, superintendent health visitor, divisional or area superintendent health visitor, superintendent tuberculosis visitor and superintendent school nurse (with HV certificate or diploma)—from £495 × 20—£575 with staff of 10—24 to £735 × 25(4) × 20(1)—£855 with staff exceeding 300.

Deputies to above—from £450 × 20—£550 with a staff of 25—49 to £600 × 25—£700 with a staff exceeding 300.

Superintendent school nurses and deputies (without H.V. certificate or diploma)—above scales less £30.

Assistant divisional or assistant area nursing officer, senior health visitor or centre superintendent—health visitor's scale plus £30.

Principal health visitor tutor—£575 × 20(5) × 25(1)—£700.

Health visitor tutor in sole charge—£525 × 20—£625.

Health visitor tutor—£500 × 15(6) × 10—£600.

Superintendent of home nursing service—from £465 × 20—£545 with staff of 10—25 to £705 × 25(4) × 20—£825 with staff of over 300.

Deputy to above—from £420 × 20—£520 with staff of 25—49 to £570 × 25—£670 with staff of over 300.

Superintendent of district nurses' home (training)—from £455 × 20(4) × 15—£550 (less £130 where resident) with 5—8 nurses, to a range between £525 and £725 (rising by five increments of £25 and less £150 where resident) with 30 nurses and over.

Part B sets out revised definitions of the grades, lays down what is to be done in the case of combined posts, and gives directions on the counting of staff for assessing salary.

Senior grades—domiciliary midwives—The staff side has submitted proposals for revised salary scales and it is hoped that discussions with the management side will begin soon.

Professional and Technical "A" Council

Agreement has been reached on a further increase in the salaries of radiographers which will bring the previous increase into line with the recent award to certain other grades of medical auxiliaries.

Staff side proposals for salary scales for chiroprodists have been discussed with the management side, which has made counter-proposals. The negotiations continue.

Professional and Technical "B" Council

The Association has submitted proposals to the staff side of committee "F" for grading professional and technical staffs in the architectural and

engineering departments of regional hospital boards.

Committee "B" has failed to agree on staff side proposals for increases in the salaries of dental technicians, and the dispute is to be referred to the Industrial Court.

The staff side of committee "C" has decided to present a claim for increases in the salaries of dispensing assistants.

Staff side claims for improved salary scales for hospital engineers and clerks of works are to be considered by committee "D" on November 2.

The Council has approved the constitution of an appeals committee to hear cases referred from regional appeals committees.

GAS SERVICE by L. A. GARRATT

Consultative committee to be set up for senior staff

AT A MEETING of the Senior Gas Officers Joint Council on September 24, the employers stated that, from information they had received since the last meeting, it appeared that all area boards were paying cost of living increases to their senior officers.

Applications were considered from the North Thames, South Eastern, and South Western area boards and from the Gas Council that their senior officers should be excluded from the provisions of clause II (a) of the joint council's constitution (settlement of terms and conditions of service by negotiation), but a decision was deferred until the next meeting to allow time for the officers' side to ascertain the views of the officers concerned.

The officers' side formally notified the Council that it did not at present intend suggesting negotiation of salaries for officers earning more than £1,500, and promised that, should it change its mind in the future, it would give adequate notice and publicity to the fact.

NALGO's two vacant seats on the joint council have been filled by G. DIXON of the Barrow-in-Furness Undertaking of the North Western Gas Board, and R. G. BAYLISS, assistant secretary, Birmingham district of the West Midlands Gas Board.

To provide a means of consultation between the joint council representatives and other senior officers, the N.E.C.'s service conditions committee is to appoint an *ad hoc* committee, comprising the joint council representatives and a representative from each area having a reasonably large membership but not represented on the joint council. The latter will be appointed from the nominations for the two vacant seats.

National Consultative Committee

The agenda for the meeting of the

National Consultative Committee on September 25 included items on overtime, the right of an employee under 26 to appeal for a higher grade, the holiday agreement, a cost of living increase, reduced purchase rates for staff arising out of clause 3 of the agreement on the termination of co-partnership schemes, 1951 Conference decisions, and the desirability for special salary scales for shorthand-typists, typists, and machine operators.

Reference from Conference demanding action to secure quicker results from the operation of Whitley machinery. Whilst agreeing that there is need for improvement, the committee decided that, so far as the N.J.C. for Gas Staffs was concerned, no practical steps could be taken to obtain results more quickly than at present.

Special scales for shorthand-typists, typists, and machine operators: The committee referred this matter to the staff side of the N.J.C. for urgent consideration.

Overtime: The committee considered that the present system of bonus payments for overtime should be disposed of before any attempt was made on behalf of gas staffs to implement the overtime scheme laid down at the Blackpool Conference, and unanimously reaffirmed its previous decision that overtime should be paid for at an agreed rate for both clerical and A.P.T. grades.

N.J.C. for Gas Staffs

Payment for overtime was also one of the important questions before the N.J.C. at its meeting on September 26. After the employers had stated that, notwithstanding the staff side's observations on their suggested scheme for future bonus payments, they were not prepared to alter it, the staff side intimated that it was still willing, and would prefer, to negotiate an



Valuation staffs' pay under review

THE Ministry of Local Government and Planning intends to review the salary standards of officers of valuation panels in the light of experience since the panels were set up, and bearing in mind the duties and responsibilities of their posts.

This was indicated at a meeting on October 3 between representatives of NALGO, the Society of Clerks to Valuation Panels, and the Ministry of Local Government and Planning. The meeting followed a joint application by NALGO and the Society for cost of living increases for valuation staffs.

A memorandum on the present position of the panels and work of the officers, which was prepared by the Society and supported by NALGO, is now being considered by the Ministry, together with the original claim.

overtime arrangement, but that, if this proved impossible, it was prepared to take the matter to arbitration. It was agreed, therefore, that the staff side should put forward alternative proposals for the employers' consideration. In the meantime, staffs should exercise a little patience in the knowledge that their representatives wish to negotiate a reasonable scheme to replace the present nebulous bonus arrangement, which NALGO has always rejected as unsatisfactory.

On a reference from the staff side of the North Thames area joint council, the N.J.C. considered the right of an employee under 26 years of age to appeal for a higher grade where he considered the character and responsibilities of his work were greater than those defined for grade A. The employers' side took the view that these employees should not have the right of appeal, because while they were within the rate-for-age scale, even if they were doing more responsible work, they were gaining experience from which they would benefit. The up-grading of these employees was a matter for the management alone to decide, and although the employers' side ultimately agreed that these employees could appeal to the local management, accompanied if necessary by an official of their organisation, it would not agree to such appeals going to the area joint councils. The staff side contended that clause 4 of the agreement on terms and conditions of service covered all employees within the purview of the Council, and stated that it would consider taking steps under clause 3 of the N.J.C.'s constitution covering arbitration.

The staff side gave formal notice that it would present at the next meeting a claim for a further all-round increase in salaries and salary scales.

Personal

By the time these notes are published, I shall have left the service of NALGO, and should like, therefore, to end on a

personal note and say farewell to the many friends I have made, and thank all who have expressed good wishes on hearing of my appointment with the Northern Gas Board. I leave more

firmly convinced than ever that NALGO is the appropriate organisation for gas staffs, and that its experience is, and will continue to be, of inestimable value to officers in the industry.

LOCAL GOVERNMENT by J. C. HAMILTON

Grants for exam successes to finish on January 1

AT ITS meeting on October 17, the National Joint Council agreed that January 1, 1952, should be the operative date for the scheme of financial assistance for post-entry training, which was first approved by the Council on July 26, 1949, and amended on April 25, 1950.

After January 1 next year, therefore, no grants in recognition of examination success will normally be paid, but an officer who has enrolled for a study course for an approved examination without financial assistance, and proposes to take either the intermediate or final of the examination before March 31, 1953, may receive, on passing, the appropriate grant of £15 or £30. Having received a grant for an intermediate examination after January 1, however, an officer then becomes subject to the new scheme and will not be eligible for a grant on passing the final examination.

Assistance under the new scheme comprises:

75 per cent of (a) tuition fees, and (b) registration and exemption fees; and the full examination entry fee for the first attempt.

75 per cent of expenses incurred in attending courses of study or sitting for examinations, including actual travelling expenses, and reasonable out-of-pocket expenses, such as meals and cost of overnight stay, if necessary.

50 per cent of cost of purchasing text books not available at public, special, or other libraries or sources, the total grant for this purpose, however, not to exceed £5.

75 per cent of expenses incurred in receiving practical training as a condition of entry to an examination.

The scheme also provides that payments will be discontinued if the officer drops the course or fails to make satisfactory progress within a "reasonable period." Moreover, before receiving a grant, an officer may be required to give an undertaking to remain in the employing authority's service for two years after qualifying, provided that a post is available requiring the qualification he has secured. An officer failing to honour this obligation by accepting a post with another local authority may be required to repay up to 50 per cent of the total grant he received. Should he leave within the two years for a job outside local government—including a job in the civil service, electricity or gas industries, or National

Health Service—he may be asked to refund the grant in full.

Subsistence allowances

When the N.J.C. issued its recommendations for subsistence allowances for "outside" and "travelling" officers on July 26, 1949, it made the proviso that where employing authorities had, at that date, already applied full meal allowances



TRANSPORT by JOHN LANCASTER

Pay agreement for Midland Red routine clerks

MEMBERS of Ribbles branch turned up in strength to a general meeting in Preston on October 4, when I discussed with them their problems and the present position of negotiations with the company managements in the B.E.T. group. They asked many questions, and we had a lively discussion, during which several points which had been troubling them were, I hope, satisfactorily cleared up.

My impression was that this strong and healthy branch is concerned not only with its domestic problems, but with the interests of all company staffs. This was proved by the suggestion that the best solution to our problems would be a national agreement. Efforts have, of course, already been made to convince the directors of the B.E.T. Federation that an agreement covering all the company staff in their employ would be to everyone's advantage, and we hope that they will eventually see the value of it.

The next evening, I spoke to the joint executive committee of the Crosville branches, where the members, despite the bad break they have had, are still keen and insistent that NALGO should represent them.

Midland Red

Acting on the recommendation of the National Arbitration Tribunal at the hearing of our dispute with the Birmingham and Midland Motor Omnibus Company last March, we continued the negotiations. These proceeded slowly, but, because NALGO believes that an agreed settlement is always more satisfactory than an imposed one, we were

to those officers, those allowances would be preserved to them unless the payment had been declared an interim measure pending the N.J.C.'s ruling. The Council has now agreed that those full allowances are to be preserved only while the officers concerned remain in the posts they occupied at July 26, 1949. (Ref. Charter paragraph 19).

Miscellaneous officers

Where the duties and responsibilities of a post are such that it is virtually impossible to lay down a fixed working week, an authority may pay a salary commensurate with all the duties and time involved, and the question of overtime will not arise. (Reference: paragraphs 2, 3 and 4 of the Miscellaneous scheme).

Road passenger transport

The Council agreed that inspectors and foremen shall now receive the special rates of pay for every night worked. Hitherto these employees have had to work at least one week of night duty before qualifying for the special rates (Ref. N.J.C. recommendations, April 25, 1950).



anxious to reach agreement if possible, and on September 13 the general manager and establishments officer of the company met the chief organisation officer, the district organisation officer and myself at York Gate. At that meeting, the management refused to extend the age rate for routine clerks beyond the age of 25 for men and 23 for women, but, on September 25, they "very reluctantly" conceded that the scales should go up to age 29 for men and 27 for women.

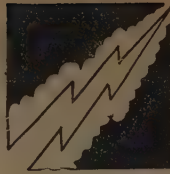
The new rates were made retrospective to July 28, and details have been sent to the five Midland Red branches. Soon after this agreement was reached, I understand, pay increases were also granted to the salaried staff.

The effect of the protracted negotiations leading to the agreement, however, is that the new scales are already somewhat out of date, and we can regard them merely as a first step towards a satisfactory standard of pay. In any case, they cover one section of the staff only, and we intend, therefore, to submit a new application, covering all grades of staff, to the managements of all B.E.T. undertakings where there are NALGO members, and we shall then make every effort to obtain an early settlement.

As a result of the agreement, the trade dispute has been withdrawn. It was reported under the old order 1305; now the National Arbitration Tribunal has been replaced by the Industrial Disputes Tribunal, and it will be better, therefore, should it prove impossible to reach a settlement, to report a fresh dispute.

ELECTRICITY

by L. G. MOSER



Balanced representation on managerial sub-committees

THE inaugural meeting of the National Joint Managerial and Higher Executive Grades Committee was held on September 28. NALGO's representatives on the committee are C. V. HAINES, accountant, central authority headquarters, R. D. THOMAS, sub-area secretary, Merseyside and North Wales Board, T. NOLAN, sub-area accountant, Yorkshire board, H. N. WILSON, secretary, Midlands generation division, and J. E. N. DAVIS, NALGO's chief organisation officer.

Representatives on the accountancy sub-committee, in addition to Messrs. Haines, Nolan, Thomas and Davis, are E. N. JUDGE, internal auditor, South Eastern board, and A. McLELLAN, accountant, North Western division. On the administrative, secretarial and executive sub-committee, in addition to Mr. Thomas and Mr. Wilson, NALGO is represented by J. W. LEE, architectural assistant, Eastern board, and W. CRICHTON-VILE, establishment section head, South Wales Board, and myself.

It will be seen, therefore, that every effort has been made to provide representation for generation divisions, area board headquarters and sub-areas, whilst preserving a balance between the accountancy, administrative, secretarial and executive grades and, at the same time, spreading representation as far as possible over the country.

Advisory panel appointed

The Association is, however, anxious to ensure the widest possible avenue of consultation, and the N.E.C.'s service conditions committee has agreed to set up an *ad hoc* advisory panel, comprising the representatives on the joint committee and its sub-committees, plus a representative from each of the districts having no member on the joint committee. The further appointments will be made from the nominations received for the joint committee representatives, and as many as possible of the grades not already represented will be brought in. This *ad hoc* panel will meet in London, and arrangements will be made for the representatives to keep in touch with NALGO colleagues in their area, so that the views of all concerned may be taken into account during the negotiations.

I gather that A.M.E.E. is still approaching our members, which is of itself quite contrary to the normal practice of trade unions, and that certain inaccurate statements are still being made. In case one or two people, particularly those covered by the managerial sub-committee,

should feel perturbed, let me repeat that the determination of *all* salaries and conditions is the responsibility of the joint committee as a whole, and that sub-committees can only submit recommendations to it. NALGO can therefore

Tribunal barred from adjudicating on town clerk's pay dispute

A DECISION, of the King's Bench Divisional Court on October 12 demonstrated the need for all chief officers in local government to be members of NALGO and to allow it to negotiate on their behalf.

The case arose out of the refusal of South Shields Corporation to apply to its town clerk the recommendations on salaries and service conditions of the Joint Negotiating Committee for Town Clerks and District Council Clerks. In an attempt to compel the corporation to adopt these recommendations, the Society of Town Clerks, which represents its members on the negotiating committee, reported a dispute to the Minister of Labour, who referred it to the National Arbitration Tribunal. The corporation at once applied to the Courts for an Order of Prohibition to declare that the dispute was outside the jurisdiction of the Tribunal.

Before the case was heard, the National Arbitration Tribunal was replaced by the Industrial Disputes Tribunal, to the jurisdiction of which the corporation maintained its objection.

At the hearing before the Divisional Court, the corporation argued that the Tribunal had no jurisdiction in the dispute because (a) the town clerk was not a workman within the meaning of the Industrial Disputes Order, 1951, under which the Tribunal is established; and (b) that even if the town clerk was a workman, a dispute between an employer and a single workman was not a dispute as defined by the Order.

No case for one "workman"

The Court rejected the first contention on the ground that the decision of the House of Lords in the action between NALGO and Bolton Corporation in 1943—the famous "Bolton Judgment"—had established that all persons employed by a local authority, whether called officers or servants, were workmen for the purposes of the National Arbitration Orders and the Industrial Disputes Order. It upheld the second contention, however,

LOCAL GOVERNMENT SERVICE

still look after the interests of all of its members—and, in addition, continue to give them excellent service in the legal and other fields.

National Joint Council

The N.J.C. will not meet until the middle of the month and there is little that I can report. The most urgent problems before the Council are the application of the recent increases to employees with protected salaries, and the grading of certain district commercial officers, to which the staff side intends to press for early and satisfactory solutions.

holding that, while, a dispute between an employer and one workman came within the Conditions of Employment and National Arbitration Orders (under which the National Arbitration Tribunal had been established) it did not come within the Industrial Disputes Order. To come within that Order, it declared, "there must be a dispute between an employer and more than one workman in his employ, though it might be that the dispute originated with a single workman, and that the others only became parties to the dispute in support of one member of their body."

Dispute with Durham

This decision, fortunately, does not affect disputes declared by NALGO for failure on the part of an employer to adopt the recommendations of joint negotiating machinery on which it is represented. Since the Divisional Court judgment, in fact, the Minister of Labour has referred to the Tribunal a dispute between members of the Durham branch and the Durham County Council because of the county council's failure to implement the recommendations of the Joint Negotiating Committee for Chief Officers.

The Order provides that, where there is joint negotiating machinery, a dispute may be reported *only* by a trade union which is a party to that machinery. NALGO is represented on the Joint Negotiating Committee for Chief Officers: therefore it can take action to secure adoption of the committee's recommendations. Were only one officer concerned, this would not exclude the dispute from the jurisdiction of the Tribunal, since NALGO would be "parties to the dispute in support of one member of that body."

The Association can do nothing, however, to secure adoption of the recommendations of the Joint Negotiating Committee for Town Clerks and District Council Clerks because it is not represented upon it. It applied for representation when the committee was established, but its claim was not admitted.

Electricity joint advisory machinery can work better

by L. G. MOSER

THE ELECTRICITY National Joint Advisory Council first met in January 1949. Its district councils and local advisory committees were formed a few months later. The bodies have, therefore, been operating for two-and-a-half years. In that time the National Council has issued some fifty recommendations on such varied subjects as: Education and training schemes, including provisions for financial assistance; A scholarship scheme, and the organisation of summer schools and other courses; The introduction of a suggestion scheme for the whole industry; Investigations into the incidence of pneumoconiosis in generating stations, and the hazards of storing and handling mercury; The provision of canteens where a demand is established, with reduced charges for younger employees; Amenities standards for area board and divisional premises (the attainment of many of which must unfortunately await improved economic conditions and availability of the necessary materials and labour); and Awards to employees with long service in the industry.

All these recommendations have been accepted by the Central Authority, and by most of the area boards—though sometimes in modified form.

Much, then, has been achieved and we should recognise it. But that is no reason why we should not ask ourselves whether we have done all that we might have done, or whether what we have done has been done in the right way. The advisory machine is breaking new ground, and we shall be wise, therefore, to take stock from time to time to see how it is working, and to learn from our experience.

Suggestions from branches

With this idea, the National Council asked its general purposes committee to examine the working of the advisory machinery to see how it might be improved. Each member of the council was invited to submit observations, and this invitation was, in turn, passed on to the NALGO electricity branches. Many valuable criticisms and suggestions were made and these will be brought forward during the examination. Perhaps the two most common criticisms were, first, that too much is being done at national level, and, second, that representatives on local advisory committees need guidance on how best to use the machinery.

On the first point, whilst I am as anxious as anyone that the status of both

district councils and local advisory committees should be raised, I would counsel some caution before wholeheartedly supporting a move to leave too much for determination at those levels. I cannot recall any instance where, after the district council has discussed a recommendation of the National Council, the board has adopted a more generous scheme, but I know of several where discussion at district level has resulted in the adoption of a poorer scheme.

Whilst, therefore, we must admit the need for flexibility in the local application of national recommendations to suit local circumstances, I firmly believe that the principles and standards should be the same throughout the industry. Moreover, local committees are not yet operating fully, and until they are—thus ensuring a continuous flow of recommendations upwards through the district councils to the National Council—the initiative must be taken at national level, or nothing will be done.

The chain of action

This leads me to the second observation—the need for more guidance to local representatives. Recognising this, the British Electricity Authority, under the auspices of the National Council, has already held some courses for local advisory committee members, and more are being arranged. But, unfortunately, not every representative will be able to attend, and, in any event, all employees, whether or not they serve on the committees, are vitally affected by their decisions and therefore have a responsibility to know how they function. The constitution of the local advisory committees entitles any employee covered by the committee to submit items for discussion, so long, of course, as they relate to matters within the province of the advisory machinery. If employees do not take advantage of this right, they cannot justly complain if their committee does not deal with the matters they think it should.

A NALGO member, for example, who has an item he wishes the committee to consider, should first speak to his representative on the committee. The representative, having made sure he is in step with the branch executive committee, should then verify all the facts of the matter—nothing is worse than starting a discussion only to find that one's arguments are based on incorrect information—and then support it at the next meeting of the advisory committee.

The committees cannot, of course, reach decisions in the sense that what is decided must be carried out. It can only make

recommendations. If the matter affects only the area covered by that committee, it may be considered without further ado by the local management of the board—provided it is within the board's purview. But if the recommendation is of wider application, it will be sent to the district advisory council, which will, if it finds merit in the recommendation, suggest appropriate action either to the board or division or, if the recommendation has national implications, to the N.J.A.C.

Value of discussion

There have, from time to time, been differences of view on whether a certain question should be discussed in the advisory or the negotiating council. The constitution governing the advisory machinery provides that the functions of the advisory machinery "shall not, extend to the negotiation or settlement of terms of conditions of employment." An issue which arises out of the application of a negotiated agreement, therefore, or which concerns any matter covered by one of the negotiating councils, should not go to the advisory councils or committees.

Doubt has also been raised about discussion of some other matters by the advisory council on the grounds that they are "managerial functions." I rarely sympathise with these objections. It is essential, of course, that the advisory machinery should not attempt to deal with matters which can be handled more speedily and effectively by the technical experts: neither must it encroach upon managerial responsibility. But, since the advisory bodies can only recommend action, and the decision on whether the recommendation should be accepted, rejected, or amended rests solely with the board, responsibility remains where it has always been. The only difference is that the "management" now has the advantage of knowing the views of the employees, and surely a recommendation resulting from joint discussion will be at least as good as one which emanates from the "management" alone. In addition, the discussion gives boards the chance to explain decisions and thus to gain the co-operation of employees who might have suspected their motives.

Contributing to efficiency

It is most essential, if these local advisory committees are to work as they should, that representatives of both boards and employees should enter the discussions in the right spirit. There should be no question of "sides" with each trying to score the greater advantage. There must be a genuine desire to pool ideas and to discuss problems from the point of view of what is best for the industry—always bearing in mind, of course, that adequate welfare and health provisions, educational facilities, and the feeling among employees that they are helping to shape policy, are essential contributions to the efficiency of any industry.

Readers' Forum

ASSOCIATION'S FUTURE Need for change of title

L. A. COOPER, who expresses concern in the October "L.G.S." at the "trend of NALGO away from local government," is behind the times! Five years ago NALGO decided to extend its membership to take in the "other services," and repeated tests of opinion at Conference have confirmed that decision.

As a health service member, I am not concerned at the preponderance of local government membership. The Blackpool Conference illustrated the understanding local government members have of the problems of their colleagues in the other services. This good will and understanding are, I am sure, fully reciprocated, and if ever local government were to have less than a majority of the membership the interests of those members would be in no danger. But let me reassure Mr. Cooper that such a contingency is most improbable. True, there are 120,000* nurses within our "field," and we are glad that Conference refused to bar them; but only a small proportion of nurses will join NALGO, and active recruitment is largely directed to other sections of the staff.

I feel, too, that his suggestion that NALGO should be known by different names in the separate services would tend to undermine the unity of the Association, on which the interests of all sections depend. On the other hand, the proposal which received such good support at Blackpool would preserve the interests of the local government service, whilst giving much encouragement to members in the other services. We are known as NALGO throughout local government. In the other services, however, we are not so well known, and we compete with unions and associations whose titles seem more appropriate. If we could explain that the initials NALGO (which nobody wants to change) belong to the National and Local Government Officers' Association, it would be of great assistance to us.

St. Heller Hospital,
Carshalton.

A. J. EAGLES

*This number is correct. The 12,000 given in Mr. Cooper's letter last month was a printing error.

HEALTH SERVICE AWARD Percentage increase fair to all

MR. ELLETT'S reply in the October "L.G.S." to my letter is illogical. He writes of "only a certain global sum" being available for increased salaries in the health service. This, if true, seems to present no obstacle to other employees, whether doctors or domestic workers, so why should it affect the administrative and clerical staff? The latest award is not a step in the right direction unless

the ultimate goal is equal salaries irrespective of responsibilities, experience, and assiduity. Either the cost of living has risen x per cent—that is, salaries have been devalued by that much—or it has not. If it is agreed that it has, NALGO should strive to rectify the position for all its members, which implies a percentage increase. It may be necessary to establish a ceiling on health service expenditure, but NALGO cannot accept the inference that some staff should therefore be underpaid.

The danger in pleading the complexities of today as grounds for reducing differentials is that this attitude will become a habit, and next time some other argument will be adduced to justify continuance along the same downward path. Ultimately, serious damage will be done to standards of administration, to NALGO's good name, and to the Whitley Councils.

Mr. Ellett doubts whether the distribution of the national burden may be left to the Chancellor of the Exchequer. The *Daily Telegraph*, for April 11, 1951 shows tax tables for married couples with one child: a salary of £400 attracts £10 5s. tax, £800 attracts £124 5s., and £1,250 attracts £295 5s. This progressive taxation did not begin with Mr. Gaitskell, and will not end with his departure, but I do not see how it can be made more steeply progressive than it is now.

2, Lansdown Road,
Regent's Park Road,
Southampton.

A. J. BLAKE

EQUAL PAY

"Ardent supporters" in London

YOUR COMMENTS on the small attendance at the London equal pay demonstration are unfortunate and unfair. Due to the oversight of an official, no notification was received by any member of the Metropolitan district women's panel until four days before the meeting. During those four days posters and banners were made, and as many women as possible were notified of the event.

The women in the Metropolitan area have always been ardent supporters of equal pay, but to expect them to organise a representative gathering in four days is to expect the impossible. In the circumstances, their effort was a very fine one.

MARJORIE TOWNSON, N.E.C.
23, Hatton Garden,
Liverpool 3.

End petticoat government!

I DEDUCE FROM your editorial in the October "L.G.S." that the majority of NALGO members are thinking again about equal pay.

Equal pay for equal work may be right in the qualified technical grades, but it seems iniquitous to me that a young

unmarried woman in the Higher Clerical Grade should receive the same salary as a married man with four children. The economic repercussions and moral effect of this policy are too far-reaching to summarise briefly, but, to quote one outcome, a boy and girl receiving the same salary who wished to marry would surely find it difficult to decide which one should leave work to look after the home.

Every man, I think, seeks to improve his position so that he can provide a home. In the local government service, I would say, it is equally true that every young woman between 20 and 30 hopes to find a husband, and that, because of this, she has not the same need to secure advancement.

There are already far too many wives neglecting their homes and families to go out to work to get money for luxuries. With this further incentive, I can imagine many husbands surrendering their family headship and becoming housemen.

There must be many NALGO members who can see how ill-advised is this equal pay policy, and who wish, together with their wives, that women had never been imported into local government—or else that they should be deported at 25! If so, I hope some of them will expound their views in the journal and so strike a blow for freedom and the end of petticoat government.

ANNOYED

ELECTRICITY PAY

"Off with the velvet gloves"

NALGO's effectiveness in negotiation seems to diminish with each major encounter. This applies to all sections of its organisation, but particularly to electricity. In June 1950, NALGO decided to apply for an increase for all staffs under its jurisdiction, the target subsequently announced being 20 per cent. By September, 1951, all that had been achieved was an increase for the general and associated grades.

Over approximately the same period, the salaried staffs of the Transport Executive won the following:

In May, 1950, a full salary agreement.
In January, 1951—a percentage advance on this agreement, despite its recent origin, bringing, *inter alia*, the maximum of Grade 2 to £525—£45 more than the comparable grade in the London Electricity Board (and with payment for overtime).

In September, 1951, they rejected the employers' first counter-proposals to a further claim, made without an elaborate campaign and less than three months after their annual conference had decided that an application should be made.

The Transport Executive has been piling up losses since its inception, and yet can concede one increase and make proposals for another within nine months, but the Electricity industry, which appears to be the most solvent of all the nationalised bodies, gives but a partial award in six months of negotiations.

It must be assumed, therefore, that success depends upon the militance of

This local government



"The Council congratulated the baths superintendent on his record of service. He had always thrown himself into his job with the greatest enthusiasm." Sent by William Painter, Welling, Kent.

the trade union concerned. NALGO's motto should henceforward be—"Off with the velvet gloves and on with the mail gauntlet."

N.E. London Electricity Branch. R. A. WARREN

The provincial scales at January 1, 1951 for male clerks, stationmasters, agents, controllers and supervisors employed by the Railway Executive are set out below, alongside those applying to electricity staffs at that date, i.e. before the recent salary award.

Railway Staffs		Electricity Staffs	
Class 5 £130-£345 (28 yrs.)		G.C.S. £150-£430 (max. normally 30 yrs.)	
" 4 £365-£380 p.a.	"	Grade 1 £360-£440	"
" 3 £400-£420 p.a.	"	" 2 £440-£500	"
" 2 £440-£475 p.a.	"	" 3 £500-£560	"
" 1 £495-£525 p.a.	"	" 4 £560-£620	"
Special A £550-£570 p.a.	"	" 5 £620-£680	"
Special B £595-£620 p.a.	"	" 6 £680-£755	"
Special C £645-£680 p.a.	"	" 7 £755-£845	"
	"	" 8 £845-£950	"
	"	" 9 £950-£1070	"
London weighting £10 p.a.		London weighting under £1-£15; over £15-5 per cent. with minimum £40 p.a.	

Members can therefore judge for themselves the validity of Mr. Warren's comparisons and criticisms.

MOTOR CAR ALLOWANCES

Electricity scheme better

MANY MEMBERS with a moderate annual mileage will suffer under the new motor car allowances scheme. Dissatisfaction increases when this scheme is compared with the one negotiated for electricity staffs. On a basis of 3,600 miles, payments in the two schemes for an 8 h.p. car are now: local authorities £98 5s., electricity boards £123 15s.; on 5,000 miles: local authorities £120, electricity boards £136 17s. 6d. Guaranteed lump sum payments are respectively £42 and £90.

Further, the electricity staff side obtained an understanding that the allowances would be re-examined as from April 1951, and it was stated at Conference that, in that staff side's view, the car allowances were already out of date and being reviewed. Yet our inferior scheme is said to take into account all relevant factors at June 5.

Since NALGO is implicated in both schemes, how does it explain this?

S. S.

The two schemes are basically different: in some respects one is better than the other, and vice versa.

CLOSED SHOP

"Steamrolling the individual"

THE service conditions committee's recommendation that "the Association should not seek enforcement of the 'closed shop' principle" probably commands almost universal support among the rank-and-file members of NALGO, but perhaps some of us are not so sure when it continues "but should recognise the legal right of local authorities to insist on their staff being members of trade unions."

A law that has not the moral support of the community is not worth tuppence as an effective agency of government. The doctors and teachers at Durham have shown that, if a strong line is taken on a matter of principle, those who would steamroller the individual "for his own good" can be made to look rather foolish. We are proud to belong to NALGO, and grateful for all that it has done and proposes to do on our behalf; but perhaps many of us would feel compelled to resign if encouragement were given to local authorities to impose conditions of employment that strike at the very principles upon which our union, a

voluntary democratic association, is founded.

M. T. SLEIGHTHOLM

East Sussex County Officers' Branch.

PROMOTION EXAMINATIONS

"Automatic" rise advocated

WHILST agreeing with Mr. Wright's contention in the October "L.G.S." that a trade union exists to improve its members' pay and conditions, I must support NALGO's efforts to improve the standard and status of the local government service by imposing a comparatively high standard of examination. But, in return, the employers should recognise the improvement, and I suggest the best method would be to provide for automatic promotion for the officer to at least the lowest grade for which success in the particular examination qualifies him, i.e., if he passes the Clerical Examination he should be promoted to the first step of the Clerical Division, while success in the Intermediate would put him in A.P.T. I, and in the Final in A.P.T. V. It is unlikely that an officer would take an examination to qualify for a grade he already holds but, were he to do so, he might be granted one or two increments.

Mr. Painter's article on the examinations themselves would stand serious study by the Local Government Examinations Board, but I suggest that most of the difficulties he mentions could be resolved by (1) specifying a certain degree of experience by the applicant before he is permitted to take the examination, and (2) the introduction of a *visa voce* section into the Final Examination.

The status of the qualifications must be conditioned by the recognition granted by the employers, but this could be influenced by the L.G.E.B. becoming a

Confidence

in the NALGO Correspondence Institute's tutorial service is shown by the increasing number of enrolments. Members know that the acid test of good tuition is the proportion of successful candidates at any one examination.

At the examinations for which NALGO provides courses the percentage pass of N.C.I. students is consistently higher than that for all candidates.

N.C.I. students are recommending NALGO courses to their colleagues—they know that, at every examination, at least seven out of ten N.C.I. students are certain of success. Why not place your confidence in your own Association's tuition service? Send the coupon on page 646 for details.

chartered body, and awarding degrees, such as M.A.A.O. (Member of the Association of Administrative Officers) or, failing that, C.A.O. (Certified or Chartered Administrative Officer). The officer could then indicate his qualifications simply by putting the letters after his name. The publicity given to the examinations in this way would undoubtedly add to their prestige and to that of the L.G.E.B. and the service.

89, Belle Vale Road, R. W. MCCORMICK
Gatesacre,
Liverpool.

"When will councils recognise them?"

WHAT IS NALGO doing to encourage local authorities to accord to the new local government examinations the same recognition as they give to professional examinations? It is not acknowledged that the original Promotion examination (as held in the years 1948-50) opens the door to all grades beyond the General division, or that the new Intermediate Administrative examination qualifies for promotion up to APT IV and the Final Administrative examination to any grade above.

I have yet to see an advertisement asking for candidates who have passed the local government examinations. Local authorities seem reluctant to place them on a par with more specialist examinations, such as the D.P.A., A.R.V.O., I.M.T.A., Inst. of Housing, and the like, but they should be urged to recognise the need for an administrative officer as much as a technical man in every department.

"DUM SPIRO, SPERO"

What examinations show

I WAS interested in William Painter's article in the October "L.G.S.," but suggest that examination success gives proof of two important qualifications for promotion: the requisite knowledge; and the ability to control and co-ordinate emotional reactions with mental ability. These qualities should be in addition to experience.

Since, at present, the final selection of a candidate for promotion seems to be the result of the committee's reaction to the personal appearance of an applicant, recognition of these qualifications is essential: Until then, monetary rewards for examination successes are presumably consolation prizes.

"LIFE'S A GAMBLE"

PRAISE FOR NALGO

Legal aid and Benevolent Fund

AS THE RESULT of an accident sustained during my working hours as a midwife, I am now spending a second long period in hospital, and had it not been for our NALGO solicitor, who secured the services of a good barrister, and successfully carried through my claim for compensation, I should have been in a dire financial position.

In addition, I have received tremendous assistance from the Benevolent Fund, and now a letter from my local branch secretary

informs me (with pleasure) that my allowance from the Fund has been increased.

If I do regain anything like normal health, it will be due as much to NALGO as—with due respect and great regard—to my surgeon.

Tyzack Ward,
M. & S. Hospital,
Sunderland.

H. LAVERICK (Mrs.)

Pensions appeal won

AS ONE who is never slow to criticise, may I take this opportunity to praise?

My appeal against the Ministry of Pensions assessment of my disablement pension, entered in January 1950, was

heard in June 1951, conducted by NALGO's solicitor, and was successful. Subsequently, the legal officer took up the question of obtaining a further sum in respect of a period before the effective date of my appeal, and the Ministry, although not bound to do so, has decided to grant it. Having appealed successfully, of course, my pension has now been summarily stopped, and, with the legal officer's assistance, another appeal is now being lodged. All of which, in addition to other Association benefits, is not a bad bargain for 2s. 9d. a month.

East Sussex-County
Officers' Branch.

A. H. HARMAN

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"ABINGDON" WRITES HIS NALGO

DIARY

THE essay on local government which the Association's General Secretary, J. H. WARREN, has contributed to SIR GILBERT CAMPION'S symposium, "British Government since 1918" has been highly praised, I was interested to see, by SIR DAVID LINDSAY KEIR, the Master of Balliol, in "Parliamentary Affairs," journal of the Hansard Society. Sir David is impressed by Mr. Warren's warning of the dangers incurred by the transfer of the powers of local authorities to new agencies of government, with the result that democratic freedom and responsibility are giving way to administrative convenience. Suggesting that many would share Mr. Warren's misgivings, Sir David declares: "Decay here attacks a vital point, and the warning Mr. Warren gives should be laid to heart."

Making a Ministry

In the same issue of "Parliamentary Affairs," Mr. Warren discusses the merits of the recent transfer to the Minister of Local Government and Planning of the bulk of the functions previously exercised by the Minister of Health. While he agrees that there was a forcible case for the changes on administrative grounds, he questions the possibility of the new Ministry producing as much of an "outsized" department as did the old Ministry of Health. The answer might have to be found in some new kind of internal departmental structure both at political and official level, and Mr. Warren suggests how the alterations might be made.

The children suffer

It is many years since I had a lump in my throat at the end of a film, but I had to swallow hard when the lights went up on "Thank you from John," the 30-minute information film produced by JOAN DUFF for the Save the Children Fund. We all know the tragedies which war, disease, and malnutrition bring, but most of the time that realisation is swamped with thoughts of our own wants and misfortunes, and we overlook our responsibility to humanity and leave the job of caring to others. Here we are shown how much they do.

Any branch P.R.O. planning his winter programme could well include this film. It is available in 16 mm. or 35 mm., with sound, from the Fund's P.R. department, 20, Golden Square, London, W.C.1.

Amateurs make civic film

CAMBRIDGE seems likely to be the first metropolitan borough to make a film about its municipal organisation. The

council has agreed to finance an amateur group, the South London Film Society, in making the film, which is planned to cover the borough's history, health and welfare, finance, and administration. It will run for forty minutes, but is being so arranged that it can be divided into four ten-minute shorts.

This strikes me as an excellent way of making local government films at much lower cost than that of a commercial production. Not every local authority has an enterprising film-making society on its doorstep, but many have—and many more might have were they to use the powers they now possess to help and encourage such activity.

A new journal

My best wishes to "The Welfare Officer," the quarterly journal of the Institute of Welfare Officers, which made its debut last month. It contains all the news of the institute and the welfare world, and deserves a wide circulation to welfare officers and all those who want to know about human problems.

Another NALGO achievement

NALGO's educational work for officers in the national health service—of which the weekend school at Eastbourne, reported this month, was the latest example—has been given singular recognition by the Minister of Health. The Minister not only sent five members of his own staff to the school, but empowered employing authorities to grant paid leave to and meet the expenses of members of their staffs attending. This recognition, the most effective yet given by the Minister to our education work, is a feather in the cap of JOHN DAVIS, the Association's chief organisation officer, who arranged it. If employing bodies make full use of the opportunity it offers, it should give a fillip to post-entry training in the service.

A practical school in Scotland

Co-ordinating committee No. 8, the most active of these Scottish committees set up by the district committee to stimulate better branch organisation, had a crowning success recently, I hear, in its novel week-end school of branch management at Kilmacolm Hydro.

The sixty students formed a "Hydro branch" and got down to practical issues in a mock A.G.M. and meetings of the executive and district committees. The brochure contained "minutes" of a previous hypothetical district meeting, and the presence of officers of the real

committee and of the district staff lent still greater realism to the experiment.

Photographers wanted

I have found keen amateur photographers in almost every branch, so was surprised to hear that the NALGO Postal Photographic Society was concerned about its low membership. There is no better incentive to good photography than having work criticised or admired, and a postal portfolio is an easy way of getting other people's opinions of your work. The honorary secretary, J. H. WILSON, of 101, Pickering Road, Hull, will welcome inquiries.

Retirements

My good wishes to the following members who retired recently:

EVAN T. DAVIS, director of education, West Sussex; past president and member of the branch executive.

PERCY JOHNSON, borough treasurer, Crosby, past president of Crosby and district branch.

JOHN RILEY, chief cashier, Burnley, past president and honorary treasurer of the branch for 20 years.

Obituary

I regret to record the death of F. DAVENPORT, M.B.E., rating and valuation officer, Heckmondwike.

Headquarters notice-board

1, York Gate, Regent's Park, London, N.W.1. WELbeck 4481

Building Society increases interest rates

Investing members of the NALGO Building Society—and there are now more than 26,000 of them—will welcome the news that the annual interest rate on share investments is to be increased to 2½ per cent, tax paid, from January 1, 1952. Now that the Society's rules have been altered to let the public, as well as members of NALGO, use this secure and attractive investment service, the Society hopes to get more funds for mortgage advances to members.

Mortgage interest rates have been increased to 4 per cent. for repayment and 4½ per cent. for endowment mortgages. All the previous advantages to borrowing members remain, even at the new rates, and the NALGO Building Society retains its claim to be the only building society paying the maximum interest rate to its investors and not charging borrowers more than the minimum charged by other societies.

NALGO diary 1950

Have you ordered your copy of the NALGO diary from your branch secretary? Last year they were all sold by the end of November. They are leather-bound, have the NALGO crest embossed in gold, and cost 3s. 6d. each.

MY BOOKSHELF

by EDWARD KAY

SECOND THOUGHTS about the County of London Plan were anticipated when the authors wrote it in the middle war years. D. L. MUNBY and his collaborators, in their lively *Industry and Planning in Stepney* (Oxford 30s.), maintain that the Plan proposed too many people for this urbanised borough, and that more industrialists would be willing to move out than the authors thought likely. A readable survey of Dudley is *Social Aspects of a Town Development Plan* (University of Liverpool Press, 7s. 6d.) in which the social science department of Liverpool University stress the human aspects of planning and call for a development of the "community-building" functions of local government. L. E. WHITE in *New Towns: Their Challenge and Opportunity* (National Council of Social Service, 4s. 6d.) gives further evidence of the way people can plan their own environment.

Finance

Two learned studies published by the Institute of Municipal Treasurers and Accountants will appeal to specialists but would need popularising for general consumption. They are *Methods of Scheduling Accounts and Expenditure Analysis* by John Drury (20s.) and *Methods of Keeping Ratepayers' Accounts* by a research group headed by E. L. JONES and K. NICHOLSON (20s.). G. T. A. NASH, in *Ratepayers and Appeals* (Tower Bridge Publications, 5s. 6d.) aims at helping the ordinary citizen.

Law

The *Electricity Supply Statutes* are set out and arranged under subjects by JOHN W. SIMPSON and C. J. HORNSBY (16, Stratford Place, W.1, 15s.). Thames Bank publish *The Leasehold Property Act 1951*, by H. Heathcote Williams (10s.). A. S. WISDOM analyses in convenient columnar form *Local Authorities' Powers of Purchase* (Justice of the Peace, Chichester, 4s.).

Places

Twin illustrated books on London are *London Treasures* and *London Business Cavalcade* (Lincolns-Prager, 25s. each). The former has a neat historical introduction and 160 full-page photographs, but their order is confusing and the captions are scrappy. The latter seeks to tell the story of 138 business houses, and includes a totally inadequate reference to London government.

If you want to see national history enshrined in buildings blended to make a charming little town, go to Cirencester in the Cotswolds. A. F. KERSTING'S photographs and R. L. P. JOWITT'S

text in *Cirencester* (Batsford, 7s. 6d.) will support my cordial invitation.

A pleasant rambling description of *English Spas* is given by WILLIAM ADDISON. (Batsford, 16s.).

Mixed bag

In *Sir Warren Fisher and the Public Service* (Institute of Public Administration, 3s. 6d.) SIR H. P. HAMILTON surveys the achievements of an eminent civil servant whose influence extended far outside his departments and is still felt in local government. *The English and Welsh Boroughs* by W. BARNARD FARADAY (Thames Bank, 11s.), is a mainly antiquarian study of borough government. SUTHERLAND SCOTT (the pseudonym conceals the identity

At Random by 'HYPERION'

Battle of the sexes

"It's the war between men and women—Thurber's the great prophet of the time. We guys have got to stick together if we want to keep it a man's world. The magazines are all written for women; the columnists are getting to be women; and if you turn on the radio you hear some woman squawking about foreign affairs. If we don't stick together now they'll get us!"—*Edmund Wilson*.

Kindly light

"I wish I understood Americans," said Charles Edouard. "They are very strange. So good, and yet so dull."
"What makes you think they are so good?"
"You can see it, shining in their eyes."
"That's not goodness, that's contact lenses—a kind of spectacle they wear next the eyeball."—*The Blessing*; by Nancy Mitford.

Poor fish

*The fish, when he's exposed to air,
Can show no trace of savoir faire,
But in the sea regains his balance
And exploits all his manly talents.
The chastest of the vertebrates,
He never even sees his mates,
And when they've finished he appears
And O.K.s all their bright ideas.*

Ogden Nash.

Political balletomanes

"Dear Sir,—I would be much obliged if you would send on to me ballet papers for my wife and myself."

LOCAL GOVERNMENT SERVICE

of a prominent local government officer) gives us *Tincture of Murder* (Stanley Paul, 9s. 6d.), his tenth mystery story; the setting is general practice in the new health service. "FADDIST" (another local government officer's pseudonym) aims, he says, at giving a bird's eye view of coarse fish to inexpert anglers in a series of "Briefs" reprinted from the *Angler* and published at 6s. 6d. by Gilbertson & Page of Hertford. *Gas at Your Service* is a handsome piece of public relations done by the Gas Council.

Some episodes in the history of Methodism are realistically described by LOIS DEACON in *So I Went on My Way* (Epworth Press, 5s.).

LORD AMULREE describes modern medical and social measures for caring for the aged in *Adding Life to Years* (National Council of Social Service, 8s. 6d.). The 1951 edition of the *Hospitals Year Book* (Institute of Hospital Administrators, 42s.) firmly establishes this as an indispensable reference book for health service workers and students.

Relative values

Hats off to Mr. S./V. Shadbolt, of Harpenden, for reversing the usual role of local dignitaries at local celebrations and arranging to have them ducked. The chairman was dipped to his knees, a councillor up to his waist, and the controller of the local civil defence organisation was tipped right into the pond.—*Daily Express*.

Queer types

I'm a clumsy blighter
With a typewriter;
I never seem able to miss
Getting my wrods all mixed up like this.
Courier.

Definitions

Nepotism: appointing your grandmother to office for the good of your party.

Restitution: the founding and endowing of universities and public libraries by gift or bequest.

Responsibility: a detachable burden easily shifted to the shoulders of God, Fate, Fortune, Luck or one's neighbour. In the days of astrology, it was customary to unload it upon a star.

Future: that period of time in which our affairs prosper, our friends are true and our happiness assured.

Metropolis: a stronghold of provincialism.—*Ambrose Bierce*.

Commuter—one who spends his life
In riding to and from his wife;
A man who shaves and takes a train
And then rides back to shave again.

E. B. White.

Public relations: the gentle art of concealing the private motives of public bodies.—*John A. Lincoln*.

Individualist: is a man whose wife is away for a few days.—*Kenneth L. Krichbaum*.

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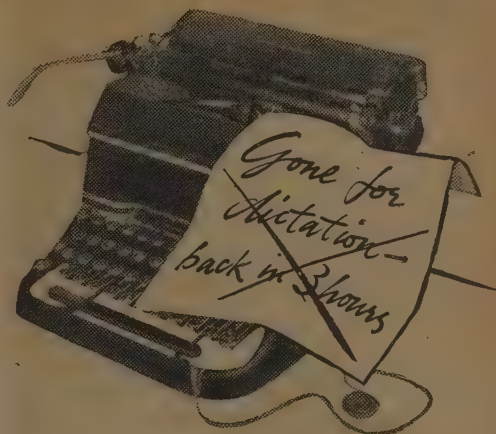
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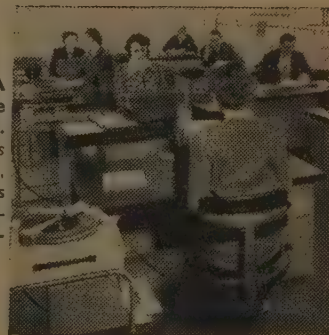
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Education notes

by K. S. CARTER

MANY members who want to obtain the General Certificate of Education as a prelude to a professional examination or degree course have asked for advice on the subjects to be taken. Regulations differ according to the area examining body, but some subjects are common both to the General Certificate and to the L.G.E.B. Administrative and other professional examinations.

In the Intermediate Administrative examination, for example, English and Local and Central Government are compulsory subjects, while the student may choose as his optional subject Economics, Economic History, Logic, or Geography, all of which are included in the General Certificate syllabus. Local and Central Government together should adequately cover British Constitution in the General Certificate syllabus at the advanced level. Success in English is usually essential for admission to a professional examination. Students should ensure that the chosen subjects will be accepted by the examining body concerned.

London H.M.C. leads the way

I hope other Hospital Management Committees throughout the country will soon follow the example set by one in London, which has agreed to assist members of its staff studying for approved examinations. Financial aid is on the same scale as that adopted by the local government National Joint Council, that is, approximately 75 per cent of the expenses involved.

University extension courses

The University extension movement is now a real force in adult education, and one which should receive more publicity. Those interested in cultural and public administration subjects should inquire about current session courses being provided by the University within whose extension area they live. An example of the now quite common short residential courses which supplement evening lectures is in the brochure of residential weekend schools published by the London University department of extra-mural studies.

Subjects include: "The theory and practice of adult education"—December 7-9; "Man in society"—January 18-20; and "Method and purpose in adult education"—March 14-16. Full information from the University.

International exchange visits

Despite difficulties in arranging visits between our members and their colleagues abroad, mainly because of housing troubles, we hope soon to be able to send a further list of our interested members to Scandinavia, Holland, and France. Anyone who would like to exchange home and hospitality with a foreign local government officer in 1952, should let me know soon.

Financial assistance for studies

Following news of the War Office decision to use NALGO courses for servicemen wishing to take the Clerical Division examination, and the growing number of N.C.I. students who are receiving the 75 per cent grants from their employing authorities, it is interesting to learn that Sheffield Corporation is requiring its juniors to study for and take the Clerical Division examination, the authority paying the fees in full. Those concerned are transferred to the permanent staff after six months provided their progress in both office duties and studies is satisfactory. The N.C.I. is, of course, providing the tuition.

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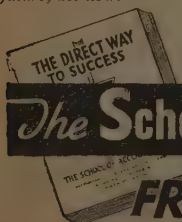
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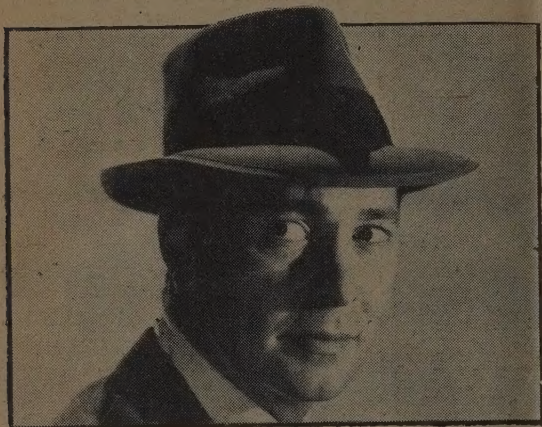
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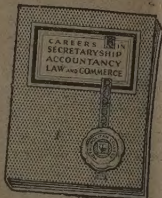
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